Best and Final Offer to Provide

Consultant Services for the Development of the State Expenditure Plan Required by the RESTORE Act

BC-06-17-14-33

October 21, 2014

Prepared for:

GULF CONSORTIUM

via

Leon County Purchasing Division

Prepared by:

ecology and environment, inc.

Global Environmental Specialists

In Association with:

Dewberry Consulting; The Balmoral Group; Haas Center; Jones, Edmunds and Associates Inc.; Scheda Ecological Associates Inc.; FCRC Consensus Center; T.L. Singleton Consulting

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Global Environmental Specialists
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October 20, 2014

BC-06-17-14-33
Leon County Purchasing Division
1800-3 N. Blair Stone Road
Tallahassee, FL 32308

Re: Best and Final Offer for Consultant Services for the Development of the Gulf Consortium's State Expenditure Plan Required by the RESTORE Act (Number BC-06-17-14-33)

Dear Ms. Kelley and Mr. Holley:

In response to the Request for Best and Final Offer (RBAFO) for the above-referenced consulting services, Ecology and Environment, Inc., is submitting the required copies of our proposal (one original, five copies, and one electronic copy). Our proposal complies with all the requirements of the RBAFO and questions and answers received on October 15, 2014. We received no addenda.

We acknowledge acceptance of the minimum specifications and intend to comply with the terms and conditions indicated in the ITN, our initial response dated June 17, 2014, the RBAFO, and this Best and Final Offer with the exceptions as noted in Attachment A of this document.

We are invested in this opportunity to support the Gulf Consortium and look forward to working with you. You may contact me at 850/435-8925, ext. 4301 or dheatwole@ene.com if there are any questions.

Sincerely,

ECOLOGY AND ENVIRONMENT, INC.

Douglas W. Heatwole

Douglas W. Heatwole
Director, Gulf Coast Region

RBAFO RESPONSE COVER SHEET

This page is to be completed and included as the cover sheet for the Firm's response to the Invitation to Negotiate. Failure to submit this form may result in the response being determined non-responsive.

The Gulf Consortium, reserves the right to accept or reject any or all bids in the best interest of the Consortium.

Shelly W. Kelley, Leon County Purchasing Director

Christopher L. Holley, Interim Manager
Gulf Consortium

This solicitation response is submitted by the below named firm/individual by the undersigned authorized representative.

Ecology and Environment, Inc.
(Firm Name)

BY _____
(Authorized Representative)

H. John Mye, Vice President and Chief Financial Officer
(Printed or Typed Name)

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ADDENDA ACKNOWLEDGMENTS: (IF APPLICABLE)

Addendum #1 dated _____ Initials _____

Addendum #2 dated _____ Initials _____

Addendum #3 dated _____ Initials _____

Questions and Answers received October 15, 2014

For the past two years, Ecology and Environment, Inc., (E & E) has invested its time attending all of the Consortium's meetings and meeting regularly with the Consortium's Executive Committee members and Florida Association of Counties (FAC) staff to gain an understanding of the Consortium's policy issues and management challenges in preparing for RESTORE Act funding. We have also offered planning and technical advice based on our experience, innovations, and insights, including providing examples of multi-year plans and project selection criteria that E & E has prepared for other public-sector clients. Because of our investment, we understand the Consortium's underlying concerns and objectives, and can proceed effectively and efficiently in supporting the Consortium's planning efforts through implementation, if desired.

This executive summary describes our understanding of the Gulf Consortium's (Consortium's) needs, our team, and our strategy and approach for developing the State Expenditure Plan (SEP) in compliance with the requirements and scope of services outlined in the BAFO.

Keys to Success

- Implementation of a well thought out approach led by a firm with a solid reputation, long-standing presence in Florida, and direct relevant experience.
- Application of local, state, national and international experiences and lessons learned to avoid potential pitfalls and successfully navigate the planning process.
- Program management staff located in Tallahassee, available to work daily side-by-side with the Consortium management team.
- Use of Florida-based multidisciplinary scientific and engineering staff with skills in hazard mitigation, community resilience and sustainability, economic and infrastructure development, and ecosystem restoration.
- Reliance on our solid understanding of RESTORE Act and relationships with Consortium members, Gulf Council, Florida Department of Environmental Protection, and other stakeholders to facilitate development of an approvable plan.
- Utilization of our proven public outreach capabilities and facilitation efforts to foster input and development of consensus.

A.1 OUR UNDERSTANDING OF THE CONSORTIUM'S NEEDS

To obtain RESTORE Act funding, the Consortium needs to implement a well thought-out planning process and develop a SEP that will be approved by the Gulf Council without delay to ultimately achieve the Consortium's goals for economic and infrastructure development, job creation, and environmental restoration. With the guidance of an experienced consultant and input from an inclusive public involvement program, the Consortium will craft a plan that integrates a combination of economic development, ecological restoration, and infrastructure projects that—strategically implemented—will put people to work, mitigate coastal hazards, and leverage the Florida Gulf Coast region's natural and community assets for economic and disaster resiliency benefits.

Developing a SEP that garners broad public support and wins Gulf Council approval is a challenging endeavor. Success hinges on establishing a clear vision; collaborating effectively with NGOs, municipalities, and other partners; and creating an effective planning process that will enable broad public involvement and analysis of projects using the best available science and appropriate criteria and environmental and economic analysis. The Consortium needs an experienced project team to set the course for these public involvement and planning processes and implement them in accordance with the RESTORE Act, and consistent with the Gulf Council's Initial Comprehensive Plan and the U.S. Treasury final rule. E & E's team of planning, environmental, and engineering professionals has the demonstrated skill set and experience in preparing regional multi-year expenditure plans. This experience gives us a clear understanding of how to guide the Consortium in developing a plan that fulfills the Consortium's vision, meets the goals of the RESTORE Act, and is supported by the public and key stakeholders.

E & E views our role as a partner with the Consortium, directly sharing responsibility for the success of the program. Our team contains highly qualified engineers, scientists, planners and policy experts who are supported by the best technologies, management and communications systems available to match the unique features and needs of the Consortium and the Florida Gulf Coast stakeholders.

The Consortium needs a plan that ensures funds are spent wisely and systematically to achieve specified end goals, and demonstrates accountability for the success of

implemented projects. We understand how important it is for all of us to get this right—to implement projects that will be successful and yield tangible benefits. The E & E team will be completely vested in this effort. We will provide tools and communicate in a manner that helps the Consortium to select projects that provide the most value and highest opportunity for success.

We understand that the Consortium's highest priority is to transform Florida's Gulf Coast economy and environment, stimulating both immediate and long-term, lasting benefits. Transformational and lasting impact requires leadership and informed decision-making. We know from experience that engaging the public early on and making them active participants will create a sense of ownership and support for the plan and future projects. The inclusion of a robust public engagement element in the planning process will ultimately strengthen the plan's support and give the Gulf Consortium confidence in its potential for success.

Required Information:

Firm name or Joint Venture, business address and office location, telephone number and website address.

Ecology and Environment, Inc.
325 Knox Road, Building F, Suite 140
Tallahassee, Florida 32303
Phone: 850/523-0954
Web address: www.ene.com

If a joint venture, list participating firms and outline specific areas of responsibility of each firm.

N/A

Address of the office that is to perform the work.

This work will be managed from our Tallahassee office listed above, with significant support from our offices in Pensacola, St. Petersburg, and West Palm Beach, Florida.

Federal Identification Tax Number or Social Security Number.

16-097-1022

A.2 OUR TEAM

With offices throughout Florida and worldwide, E & E employs respected experts in 85 scientific, economic, planning and engineering disciplines, including a full-time staff of 980 professionals. We have provided engineering, planning and environmental services for restoration projects for the Florida Everglades, Great Lakes, Chesapeake Bay, and Louisiana Delta and other restoration programs throughout the United States and internationally. We have been actively involved in infrastructure projects including major efforts with construction costs in excess of $1 billion. We have also conducted evaluations of economic impacts of projects and workforce creation. Experiences gained, lessons learned, and innovative ideas from these efforts will be applied to this contract to help develop the most viable plan strategy and aid in effectively identifying the most feasible projects and preparing an approvable plan.

Figure A-1: OUR TEAM

To provide the Consortium with the full range of local expertise throughout the Florida Gulf Coast region, we have teamed with carefully selected, highly respected firms. Collectively, these firms have direct and relevant experience in coastal resiliency, economic development, ecosystem and habitat restoration, watershed and water quality improvements, infrastructure development and/or public engagement. Our team is comprised of E & E; Dewberry Consulting; The Balmoral Group; Jones, Edmunds and Associates Inc.; Scheda Ecological Associates Inc.; FCRC Consensus Center; T.L. Singleton Consulting, and the Haas Center for Business Research and Economic Development, as depicted in Figure A-1. We added the Haas Center, a

consulting arm of the University of West Florida in Pensacola, subsequent to our original proposal in order to bolster our team's expertise in assessing the economic development and job creation potential of proposed projects.

A.3 KEY STRATEGIES FOR DEVELOPING THE STATE EXPENDITURE PLAN

Now, for this solicitation, we have assembled a strategic approach needed to deliver a fully compliant SEP, on schedule and budget, which will be approved by the Gulf Council without major modification or delay. The key strategic elements of our approach are:

E & E team members were involved in the response to the Deepwater Horizon tragedy and we have had ongoing dialogue with Consortium directors and manager, organizational and community leaders and policymakers over the past 2 years leading up to this proposal. As a result, we understand the common challenges first-hand, and listened to the various needs and ideas presented to develop an approach that meets the RESTORE Act requirements and stakeholder needs.

- **Adopt a step-wise planning effort commensurate with the available funding.** Due to the uncertainty of the amount and timing of the funds that will be available for project implementation, it would be wise for the Consortium to take a step-wise approach to development of its SEP, similar to the plan development process adopted by the Gulf Council. Available funds from the Gulf Coast Restoration Trust Fund are likely to be initially limited to the $800 million paid by Transocean, which may equate to about $36 to $48 million for the Consortium. Thus, like the Gulf Council's Initial Comprehensive Plan, the Consortium's initial SEP could be limited at first and updated over time as uncertainties are resolved and more funds become available. Future versions of the SEP could accommodate shifting changes in priorities and conditions over time.

- **Avoid delays by adeptly navigating the RESTORE Act politics, policies, and regulations.** Our relationships and experience working with the Gulf Council, U.S. Treasury, National Fish and Wildlife Foundation (NFWF), Florida Department of Environmental Protection (FDEP), The Nature Conservancy (TNC), Southwest Florida National Estuary Programs (NEPs), Regional Economic/Community Development entities (RPCs and EDCs) and other involved agencies and organizations enable us to serve as "the air traffic controller." We will effectively assist the Consortium in dealing with evolving regulations, policies, and scenarios affecting SEP

Our Staff are Knowledgeable of the RESTORE Act

Paul Johnson assisted FDEP's representative on the Gulf Coast Ecosystem Restoration Task Force, which was created by President Obama following the Deepwater Horizon oil spill.

Bryon Griffith was formerly head of the EPA's Gulf of Mexico Program and has direct and personal relationships with Gulf Council members which will aid in developing an approvable State Expenditure Plan.

John Wayne Smith has been working closely with Florida Association of Counties, the Gulf Consortium, and individual counties on the RESTORE Act implementation and was involved in a number of the negotiations on behalf of the state and counties during development and passage of the RESTORE Act.

development and project selection and funding, and minimizing inefficiencies and risks associated with delays and changes in policy and programs.

- **Generate broad support for the plan and its projects by engaging the public and key stakeholders and fostering collaboration and cooperation.** Our experience leading development of regional plans shows that people generally want similar core outcomes, and success comes from finding and communicating that common ground. Our extensive experience in engaging stakeholders and facilitating community planning processes on complex projects with varied audiences will ensure that the best approach and methods are used to meet your needs and those of the various types of community stakeholders. By using a diversity of engagement strategies and communication methods, we ensure inclusion of minority and under-represented groups. Our transparent stakeholder engagement process, along with pro-active communications, will build trust that ultimately leads to broad support for the plan and its projects.

Engaging Economic Development Expertise

E & E team members (e.g., E & E, the Balmoral Group, and the Haas Center) have experience working with Florida's Gulf Coast regional planning councils and economic development entities, Florida's Great Northwest, and the St. Petersburg Downtown Partnership. We plan to engage representatives from these and/or other economic development organizations in the Technical Advisory Groups (TAGs) and/or Policy Working Groups (PWGs) to ensure that we identify economic development needs and opportunities as part of our evaluation criteria development.

- **Focus efforts on maximizing those aspects of projects that can promote economic growth and progress.** Every project has the potential to create new jobs, improve job opportunities for underemployed, multiply the economic output, and/or yield indirect benefits to the community and local economy. Our team includes individuals with decades of experience in economic and community development who, as part of the evaluation process, will identify those projects with the highest potential to contribute to economic progress—whether it involves infrastructure development, ecological restoration, or promotion of Gulf Coast beaches and seafood. Once the top-tiered projects have been ranked and received approval by the Consortium, our team will assist applicants with these projects to further enhance their potential for leveraging funds for economic benefit to the local economy as part of the final analysis and inclusion in the SEP. This review and analysis will be provided by all our team partners, but particularly E & E, Dewberry, the Balmoral Group, and the Haas Center.

- **For projects that don't make the final initial SEP, provide assistance to make them competitive for alternative funding sources or the next round of Pot 3 funding.** Given that many projects may be found to be highly valued, but do not make the top-tier list for Pot 3 funding, we will assist with identifying other sources of funding for which these projects may be eligible, whether oil spill-related or other government or private sources. We will also provide summary recommendations for improvement of applications to maximize their competitive chances for securing other funds or subsequent SEP, if available. This is especially valuable to those applicants with limited capacity to research and target proposals to unique funding opportunities and sources. By rallying these projects and applicants and cooperatively working with them, we can multiply, perhaps two or three times, the funding that the Consortium can derive from this planning effort. E & E and Dewberry will have lead roles in this effort (See Tab H: Leveraging Resources).

- **Establish management and project tracking systems that ensure funds are wisely and systematically spent to achieve specified end goals and accountability for the success of implemented projects.** Accountability and credibility are critical to program success. Time invested upfront in designing and establishing solid management and tracking systems will pay off repeatedly in the long run. We have created customized data tracking systems that meet the client's current reporting needs, while also acquiring metrics that can be used in future decision-making and funding opportunities. With our proven program and project management experience, we will integrate with the Consortium management team to provide the capability needed to efficiently and cost-effectively manage the data collection, public facilitation, comment tracking, project list, and plan development aspects of this significant undertaking. We also have

the capability to further develop a project tracking and accountability system for implementation of the SEP, if so desired (see Tab I: Implementation and Management and Tab J: Value Added Services).

- **Create a model for coastal response and resilience to future disaster of all kinds through its plan, program administration, and project implementation.** The Gulf Coast of Florida has the opportunity to redefine community resiliency and its coastal economies. E & E is a global company that has worked in the field of environmental and community sustainability for over 40 years for many nations, agencies, and private clients on projects of all types and sizes. We constantly seek and define best practices that will serve as models for duplication and global leadership elsewhere. In a region with so much economic and ecological value and vitality, yet vulnerability to significant outside forces and change, it is imperative that new systems and best practices be developed and applied to ensure lasting environmental and community resiliency. E & E will apply its global access to best practice knowledge to foster projects that create new models for coastal resilience and preparedness.

Gaining Approval for the State Expenditure Plan

The Consortium can leverage the good-will investment of external stakeholders to create lasting value.

The SEP is the vehicle by which the Consortium will obtain grants from the Gulf Coast Restoration Trust Fund. Thus, it is important to understand the decision-making bodies and processes for gaining approval of the SEP, which are shown in Figure A-2. The SEP must be approved by the Governor and the Gulf Council. To be successful in attaining these approvals, we will ensure that the SEP is:

- Consistent with the RESTORE Act and the Gulf Council's Final Initial Comprehensive Plan;
- Complies with the U.S. Treasury final rule (effective October 14, 2014) and the Gulf Council's Interim Final Rule (effective August 22, 2014); and
- Addresses the State's overarching goals and the desired long-term goals and outcomes of the Gulf Consortium.

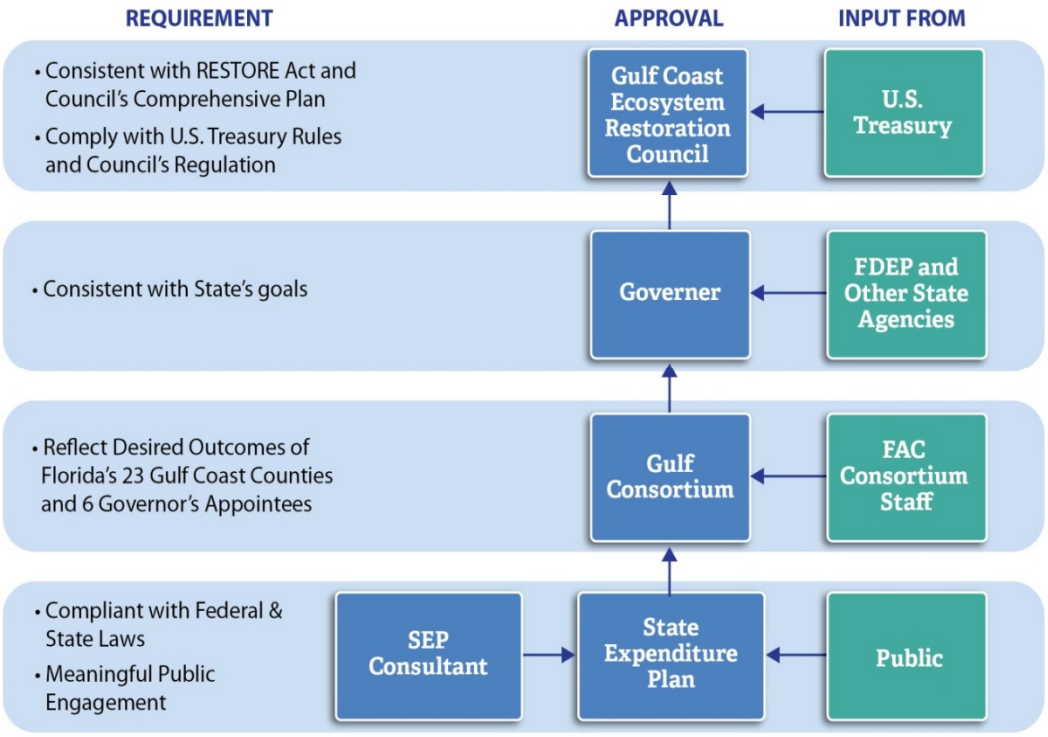

Figure A-2: STATE EXPENDITURE PLAN DEVELOPMENT AND APPROVAL PROCESS

This planning process offers the Consortium the opportunity to leverage the participation of a host of stakeholders and regional experts in helping the Consortium to identify, plan, design, and evaluate restoration projects. This input will provide lasting value to the Consortium and its member counties in defining priority issues and root causes, developing strategies, and designing competitive projects to resolve those issues/causes, and engaging with potential funding sources beyond RESTORE Act Pot 3.

Based on the tiered public involvement approach that we have recommended, more than 5,000 hours of volunteer time could be invested by civic, academic, and philanthropic interests attending public meetings and serving on various working groups. This community investment of time and talent will have the greatest returns when these human resources are respectfully and efficiently utilized. The Consortium's investment in a well-organized, efficient and professionally managed planning process that delivers tangible outcomes is the best way to demonstrate the high value placed in community stakeholders. Alternatively, an under-investment in planning could squander the human capital that is ready and willing to make a difference in their communities. The meaningful involvement of community stakeholders not only brings added value to the SEP, it also ensures lasting value through community ownership and pride in the end product.

A.4 METHODOLOGY

Task 1: Application for a Planning Grant

The Application for a Planning Grant will provide a clear vision and road map for how the SEP will be developed and processes that will be used to meet RESTORE Act requirements and stakeholder interests. E & E team members have had extensive experience developing grant applications and funding proposals to raise millions of dollars for organizations and clients. We have assumed that this initial task will be done directly with the Consortium, as representatives of their respective constituencies, and that public involvement or comment for this task would only occur through the open Consortium meetings. Subsequent tasks for plan development will provide ample opportunities for more direct public involvement as described in Tab E.

Strategy for a Planning Grant Application to the Gulf Council. The Planning Grant Application will provide a road map for developing the SEP and serve as a funding proposal to seek funds for Tasks 2 and 3 from the Gulf Council, as allowed under the Council's Interim Final Rule, issued August 22, 2014. As such, we are proposing a minimalist approach to Task 1 that utilizes the approach set forth in this document as the basis for the Planning Grant Application. This proposal provides a detailed approach for developing the SEP consistent with the RESTORE Act, Treasury's Final Rule, and the Gulf Council's Interim Final Rule. We recognize, as detailed in the Consortium's comments to the Council (submitted on September 22, 2014), that there are some uncertainties regarding the nature of the Planning Grant Application that must be resolved. Our approach assumes that the Consortium does not have to submit a draft SEP, which would require public involvement, to request planning assistance funds.

Assuming a majority of the existing proposal approach is an acceptable framework for the Planning Grant Application, our primary cost for this task is focused on the need to develop a strategy for refining the Consortium's goals and objectives for the SEP. We believe this activity requires direct engagement with the Consortium to discover priority needs and to synthesize those needs into draft goal and objectives for the Grant Application. The remaining areas of activity are associated with final tuning of our proposed approaches and to prepare and seek adoption of the Grant Application by the Consortium. This could be done efficiently in 90 days by leveraging the work we have already invested in developing this proposal along with the commitment of an intensive half-day workshop with the Consortium to develop draft goals and objectives. Working in collaboration with the Consortium, we could then modify applicable sections of this proposal to create a Planning Grant Application that contains an approach, budget, staffing, and timeline for development of the SEP.

Task 2: Draft State Expenditure Plan

E & E has formed a team that will cover all bases to deliver a plan that meets all RESTORE Act, Treasury, and Council requirements, and is comprehensive and credible. A public engagement strategy is fully integrated into the plan development process to both leverage the great knowledge and skills that exist in the Florida Gulf Coast region, and to provide stakeholders with confidence that the process is rigorous, open and unbiased. Our proposal provides our understanding and

approach to each core element of the plan; only a few key elements are described below: Strategy, Project Nomination and Evaluation Processes, Collaborative Funding, and Public Involvement.

Strategy. This section of the SEP will establish the overarching strategy or framework for organizing the types of projects, programs and activities for evaluation and ranking. The scale and diversity of the environmental and economic issues and challenges along the state's Gulf Coast demands a regional approach to identifying, evaluating and ranking projects needed to address the overarching restoration goals. Following the model set by the Joint Florida Gulf National Estuary Programs in their planning process, the projects will be grouped and evaluated based on the goals and objectives of the Gulf Council's Initial Comprehensive Plan.

Figure A-3: E & E REGIONAL PUBLIC OUTREACH ORGANIZATION

Regional Approach. As shown in Figure A-3, we are proposing a public involvement process based on dividing the Florida Gulf region into four sub-regions that have similar habitats, ecosystems, watersheds, communities, and socioeconomic conditions.

Goal-Driven. The Initial Comprehensive Plan provides an integrated approach to Gulf restoration by establishing general guidance focused on restoration of natural resources and the jobs, communities, and economies supported by those resources. The Comprehensive Plan adopts five overarching goals:

- Restore and conserve habitat;
- Restore water quality;
- Replenish and protect living coastal and marine resources;
- Enhance community resilience; and
- Restore and revitalize the Gulf economy.

The fifth goal recognizes that expenditures aimed at comprehensive restoration should also contribute to reviving and sustaining the Gulf Coast economy. Together the five goals create a framework for planning and implementing a comprehensive approach to restoration.

The interrelatedness of our natural resources, communities, jobs, and economies require that we take a holistic approach to devising a comprehensive restoration plan. Nonetheless, the broad diversity of potential projects being proposed and the widely different attributes of some projects necessitate comparison of like projects. For example, a program to promote tourism is not readily comparable to a project to retrofit a stormwater treatment pond. Thus, projects should be logically sorted into categories for evaluation, comparison, and ranking. This is the approach taken by the Joint Florida Gulf National Estuary Programs in developing the Southwest Florida Regional Ecosystem Restoration Plan.

As shown in Figure A-4, many types of projects will contribute toward achieving more than one goal; thus, the grouping of projects should not limit the consideration of contributions that a project may make toward multiple goals. As an example, an oyster reef living shoreline project could contribute toward all five goals by enhancing marine habitat (Goal 1), recruiting oysters that filter suspended sediment thereby improving water quality (Goal 2), supporting growth of benthic invertebrates

and fishes (Goal 3), creating a living, natural breakwater that mitigates flooding from storm surge and is resilient to storm damage (Goal 4), and attracts fishermen or snorkelers due to improved fish populations (Goal 5).

By grouping similar types of projects, the regional and synergistic value of the like projects may be recognized. Furthermore, the cumulative cost of similar projects and the need for sustained resources to construct, operate, and maintain certain types of infrastructure or restoration activities over decades may create a scale and duration of demand that creates jobs and/or results in the need for workforce development.

Goal 1: Habitat	**Goal 2:** Water Quality	**Goal 3:** Living Coastal and Marine Resources	**Goal 4:** Community Resilience	**Goal 5:** Economic Recovery and Development
Terrestrial/ Wetlands Habitat Management	Stormwater/ Wastewater Infrastructure	Marine/Coastal Habitat Management	Flood Hazard Mitigation & Infrastructure	Infrastructure to Benefit the Economy (e.g., port infrastructure)
Infrastructure to Benefit Ecological Resources (e.g., living shorelines, artificial reefs)	Preservation/ Acquisition of Critical Watershed/Military Base Buffer Lands	Invasive and Nuisance Species Management	Preservation/ Acquisition of Critical Watershed/ Military Buffer Lands	Promotion of Tourism
Habitat Restoration (e.g., beaches & dunes, oyster reefs, seagrass beds, wetlands, coral reefs)	Agricultural Best Management & Sediment/Nutrient Reduction	Agricultural Best Management & Sediment/Nutrient Reduction	Agricultural Best Management & Sediment/Nutrient Reduction	Workforce development and training
Invasive and Nuisance Species Management	Watershed Restoration/ Enhancement	Promotion of Gulf Seafood Consumption	Promotion of Gulf Seafood Consumption	Promotion of Gulf Seafood Consumption

KEY:

Infrastructure | Habitat Management | Land Acquisition/Preservation

Invasive Species | Seafood Promotion | Water Quality Improvements

Figure A-4: TYPES OF PROJECTS BY RESTORE ACT GOAL

Ecosystem- and Watershed-Based. Modern restoration methods are based on an ecosystem level approach, which is practiced by Florida DEP in its restoration efforts. This ecosystem restoration approach is science-based, as required by the RESTORE Act and the Comprehensive Plan. A watershed-scale planning approach recognizes the foundational importance of water quality to the health of aquatic habitats and coastal and marine living resources. It also respects the interconnections between all elements of the coastal landscape, including terrestrial uplands, freshwater and coastal wetlands, rivers and streams, estuaries, and the Gulf. All human activities within our coastal watersheds ultimately affect the Gulf of Mexico.

Flexibility for Community and Economic Development. Most if not all the projects categorized by the first three goals should be evaluated on a watershed basis. However, some projects related to community and economic development (generally covered by the fourth and fifth goals) may be more appropriately grouped based on a different geographical subdivision, such as by regional planning district or economic development area. Also projects related to fisheries in the Gulf of Mexico may need to be evaluated. The planning process should be flexible, recognizing that grouping all projects by watershed may create artificial dichotomies between similar projects and inhibiting effective comparison and ranking of certain projects. Our strategy would be to group projects in ways that unify neighboring efforts and promote synergistic beneficial effects on the environment and the economy.

Project Nomination Process. We are recommending a fresh start to the nomination process; one that will be designed for efficiency and consistency, and is equitable for evaluation purposes. Our approach is outlined on Figure A-5. Our rationale for this approach is intended to:

Figure A-5: PROJECT NOMINATION PROCESS

- Focus time and resources on evaluation of projects that are most viable for Consortium Pot 3 funding;
- Build upon what has been done by allowing applicants to utilize and directly submit relevant information from their previous application;
- Include common attributes that facilitate equitable screening of projects; and
- Facilitate an efficient and defensible review of projects.

Project Evaluation Process. The SEP must include a validated group of best-in-class projects that will meet all RESTORE Act eligibility requirements and provide maximum benefit to the Florida Gulf Coast Region. A well-designed and constructed project nomination process sets the stage for quality projects entering the evaluation process. E & E recognizes the need for a consistent and documentable peer-review process to evaluate and rank projects. The process needs to be transparent to the public and utilize best available science; for that reason the Technical Advisory Groups (TAGs) and Policy Working Groups (PWGs) will participate and provide input on key steps. We will tap the Florida Center of Excellence to tactically provide input for specific topics to ensure the best available science is utilized. Our proposed evaluation process includes four stages that each result in further narrowing of projects to be evaluated, as shown in Figure A-6.

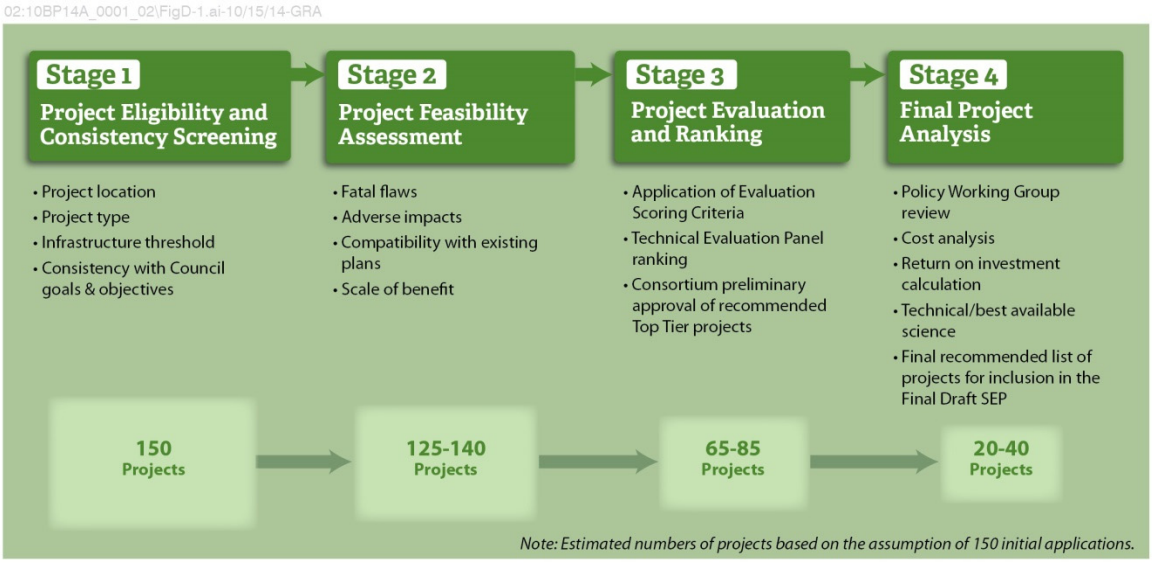

Figure A-6: PROJECT EVALUATION PROCESS

As noted under Key Strategies above, we can help align projects that missed inclusion in the final initial SEP with other funding sources and assist applicants in making them competitive for alternative funding or the next round of Pot 3 funding. Projects that are screened out because of eligibility conditions may still be viable and fundable by other sources. From our experience helping other clients acquire grant funding, we can help identify the programs most likely to yield success and guide applicants in preparation of grant applications. Other projects may be well suited for Pot 3 funds, but did not rank high enough to be selected. With our insight and recommended strategies, these projects could be refined and resubmitted for funding in the next stage. Our strategy for leveraging collaborative funding dollars will be fully integrated into the evaluation process as described in Tab H.

Collaborative Funding. As significant as the RESTORE Act funding is for implementing post-disaster restoration and recovery of the Gulf Coast, it opens the door to much greater opportunities, because the Act allows the use of the funds for matching other federal grants (as well as state and non-government funds). Given that state budgets and borrowing limits are typically the constraining factor on allocating state money for matching grant programs, RESTORE Act funds are essentially the missing key needed to opening the door to a much deeper funding pool. If properly parlayed, there is a once-in-a-life-time

opportunity to capitalize on these program synergies and translate them into long term and lasting regional restoration and recovery.

RESTORE Act funds…opening the door to a much deeper funding pool.

Recent reports by the Environmental Law Institute (ELI), *Building Bridges – Connecting the Overlapping Goals, Resources and Institutions of Gulf of Mexico Restoration and Conservation (April 2014)* and *Funding Deepwater Horizon Restoration & Recovery: How Much, Going Where, For What* (May 2014), provides detailed guidance on how to effectively leverage RESTORE Act funds by using them as matching funds to gain access to other governmental and nongovernmental program funding. The *Building Bridges* report lists 42 federal programs that provide funding for which states and local governments are eligible. These include funding programs for wetlands and estuaries, harvested species habitat, coral reefs, beaches and dunes, protected species and places, coastal management, and water quality and quantity. Most of these programs have a minimum matching fund requirement of 25% to 50%. In addition, the Florida Department of Economic Opportunity website also provides a list of 59 funding sources (federal, state, and non-government) for projects and activities related to hazard mitigation and adaptation.

Leveraging this collaborative funding begins with a plan development process that produces strategic and smart investment strategies that funding program decision-makers will support. The planning process we have defined will provide credibility to the projects and instill confidence with funders that their investment will garner high returns to the region. E & E will work with the Consortium and its stakeholders to develop a clear inventory and understanding of funding sources and mechanisms that would be complementary to the Consortium's vision for the region and the SEP's method of achieving that vision. Our experience with different funding options, knowledge of the RESTORE Act, and relationships with other funding agencies and organizations will help facilitate the preparation of the SEP with other funding sources and partners to stretch and leverage dollars to maximize benefits to the Florida Gulf region.

Public Involvement Plan

While the Florida Gulf Coast shares a common coastline, the diversity of this 23-county region is vast and the types and extent of impacts have varied greatly by community. The expanse of this geographic area is over 5,000 miles in tidal shoreline length from the western border of Escambia County and the state of Alabama to Key West in Monroe County. The total population of these impacted areas is 5.9 million, which ranges from a low of 14,000 in rural counties like Jefferson to a high of 1.2 million in more urban counties like Hillsborough. The ecosystems are also extremely diverse including near shore oyster and coral reefs, submerged sea grass beds and coastal marsh, mangrove shorelines, sandy beaches, and spring- and river-fed estuaries. Economic interests are also diverse, from small fishing communities like Panacea and Steinhatchee in the Big Bend to major ports and tourism destinations like Tampa, Panama City, and Key West. All socioeconomic, geographic, and natural systems add up to create a very dynamic and complex range of constituents and interests. E & E's public involvement plan will embrace this diversity and provide opportunity for all interested parties to participate in the regionally organized planning process.

E & E proposes that the public involvement process be grouped into four (4) sub-regions as shown in Figure A-3 so that public meetings, forums, communications strategies, and needs assessment for projects best reflect this regional diversity. Each sub-region will have an E & E Local Outreach Coordinator assigned who is located within and/or very familiar with the respective regional issues and interests, as further described under Tab E. This approach to regional organization will facilitate effective and well attended meetings that are localized to focus on the topics of the highest concern to these regions. Public input will help inform identification of existing plans and information gaps, establish protocols to ensure application of best available science, and guide development of the nominating guidelines and evaluation criteria that will be used for project identification, selection, and ranking. Public comment will also be considered prior to finalization of the SEP as per the RESTORE Act requirements.

Our tiered public engagement model, as shown in Figure A-7, will be applied to the sub-regions at the public meeting and TAG tiers. Public meetings will be held in three locations within each sub-region. Robert Jones, Director of the FCRC Consensus Center, will serve as a key facilitator and organizer of the public meetings. One TAG will be formed in each of the four sub-regions to provide relevant technical expertise and informed insight during E & E-facilitated working sessions.

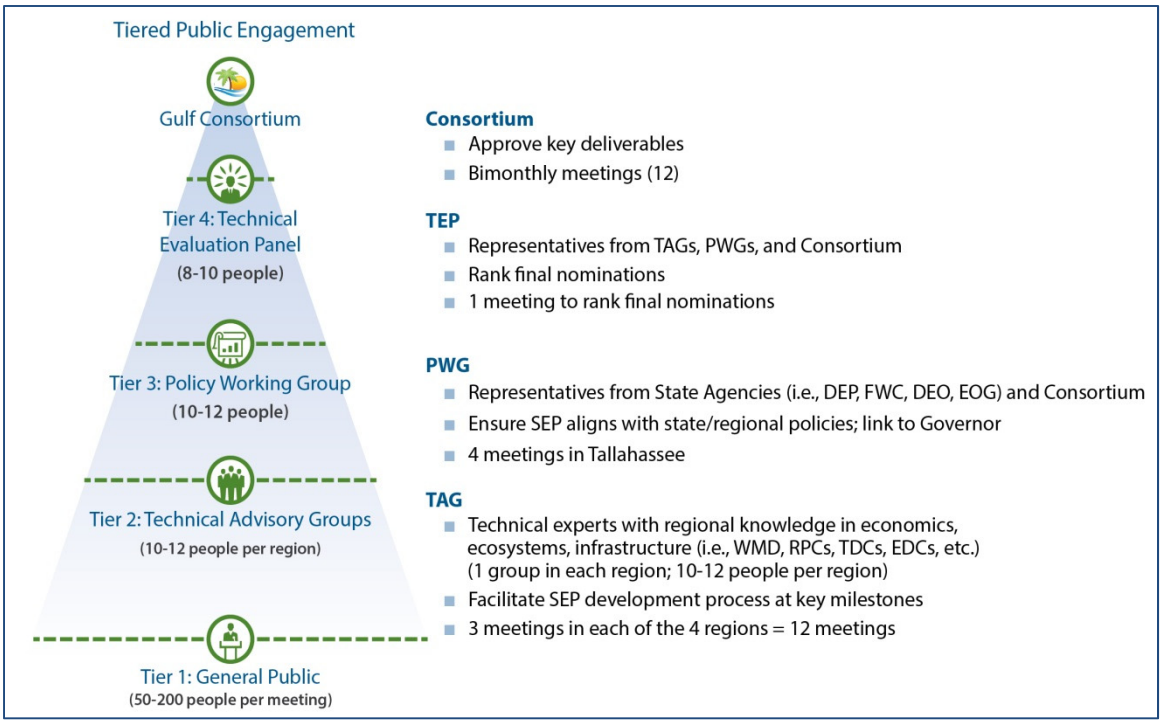

Figure A-7: TIERED PUBLIC ENGAGEMENT

These individuals will be reputable, regionally recognized experts who are knowledgeable in at least one of the following four topical areas in a particular region:

- Tourism, recreational fishing and seafood marketing;
- Economic and workforce development;
- Infrastructure; and,
- Ecosystem restoration, mitigation and protection.

The E & E team has spent considerable time developing the approach and level of effort required to support the Consortium in the preparation and approval of a SEP. The plan development process will result in the SEP approval and has the potential for additional added value to the impacted communities, depending on the scale of the effort. While the possibilities are limitless, we have provided an approach that strikes a balance between cost-effective efficiency and producing credible results that will receive widespread support. Lessons learned from past experience on similar projects have informed what we know to be areas where additional focus and investment will be needed to create high returns in time saved later in the process.

Task 3: Draft State Expenditure Plan, Revision, Approval and Submission

The State Expenditure Plan will serve as the foundational document that will guide future decisions and project approvals. Aspects of the plan will likely be updated in future years in response to changes in economic, work force, ecological and community conditions; however, this initial version of the Final SEP will provide the methodologies for evaluation and prioritization of projects, and establish the base conditions from which all Consortium-related RESTORE funds will be measured against to show success in the future. Our inclusive, technically rigorous, and transparent process will reap the benefits of a smooth and effective approval process for this first plan and future ones.

Our proposed strategy is to present a Preliminary Draft Final SEP to the Technical Advisory Group, the Policy Working Group and in 12 locations for a third round of public meetings. All comments will be considered and integrated into the Final

Draft SEP, prior to presentation to the Consortium for comment. The presentation of the Final Draft SEP (Version 1) to the Consortium will be an open meeting with an opportunity for the public to also attend. Consortium comments will be integrated and the Final Draft SEP, which will then be posted to the public project website for a 30-day public comment period. Public comments will be received through the on-line submittal process and at the end of the comment period. We will assemble a summary of all comments received. These comments will be sorted for consideration by the Consortium Executive Committee, who will be the final decision authority of any changes required prior to finalizing the Draft Final SEP. The Draft Final SEP (Version 2) will be brought back to the Consortium for approval. Once the Final Draft SEP is approved by the Consortium, it will be submitted to the Governor for approval and then transmitted to the Council for consideration and approval.

A.5 LEVERAGING RESOURCES

Leveraging collaborative resources and funding begins with a plan development process that produces strategic and smart investment strategies, funding projects decision-makers can support and stand behind. Core elements of the Consortium planning process include:

- An exciting and innovative vision for the Gulf Coast region's restoration and advancement;
- Action-oriented goals and measurable objectives to achieve that vision;
- Consistent communication of the vision and goals by all regional stakeholders and decision makers;
- Broad-based public understanding and support for the vision and goals;
- An implementation plan with far reaching and achievable strategies that will surpass individual program goals; and
- Evaluation methods to measure progress and performance.

These plan elements will provide credibility to the program and projects and instill confidence with funders that their investment will garner high returns to the people of the region and state. Several actions can be taken throughout the plan development process, in conjunction with the Consortium and the working groups, to position the Consortium and the SEP projects to leverage collaborative funding with others:

- Identify alternative funding sources for ineligible projects;
- Leverage additional matching funds on eligible projects; and
- Advance strategic collaboration and coordination with other RESTORE funds (Pots 1, 2, 4, and 5) and Deepwater Horizon recovery program funds, including NRDA, NFWF Gulf Environmental Benefit Fund, and national and regional non-government organizations such as The Nature Conservancy, Ocean Conservancy, Audubon, and National Wildlife Federation.

B. STRATEGIES FOR PLAN DEVELOPMENT

This section describes our understanding of the Gulf Consortium's (Consortium's) Scope of Services and identifies our team's key strategies and methods for developing Florida's State Expenditure Plan (SEP). A description of the components of an initial grant request to the Gulf Coast Ecosystem Restoration Council (Gulf Council) for SEP development is contained in Section B.3, Task 1.

B.1 OUR UNDERSTANDING OF THE GULF CONSORTIUM'S NEEDS

To obtain RESTORE Act funding, the Consortium needs to implement a well thought-out planning process and develop a SEP that will be approved by the Gulf Council without delay, to ultimately achieve the Consortium's goals and objectives for economic and infrastructure development, job creation, and environmental restoration. With the guidance of an experienced consultant and input from an inclusive public involvement and science-based program, the Consortium will craft a plan that integrates a combination of economic development, ecological restoration, and infrastructure projects that—strategically implemented—will put people to work, mitigate coastal hazards, and leverage the Florida Gulf Coast region's natural and community assets for future economic and disaster resiliency benefits.

The RESTORE Act presents a once-in-a-lifetime opportunity to transform Gulf communities and create lasting resiliency against future natural and man-made disasters. We believe that the path to transformation should serve to protect all that is unique and leverage all that is possible for Florida's Gulf Coast.

E & E views our role as a partner with the Consortium, directly sharing responsibility for the effort and success of the program. Our team contains highly qualified engineers, scientists, planners and policy experts who are supported by the best technologies, management and communications systems available to match the unique features and needs of the Consortium and the Florida Gulf Coast.

Developing a SEP that garners broad public support and wins Gulf Council approval is a challenging endeavor. Success hinges on establishing a clear vision; collaborating effectively with federal and state government, non-government organizations (NGOs), municipalities, and other partners; and creating an effective planning process that will enable broad public involvement and analysis of projects using the best available science and appropriate criteria and environmental and economic analysis. The Consortium needs an experienced project team to set the course for these public involvement and planning processes and implement them in accordance with the RESTORE Act, and consistent with the Gulf Council's Initial Comprehensive Plan, and both the U.S. Treasury and Gulf Council regulations. E & E's team of planning, environmental, and engineering professionals has the demonstrated skill set and experience in preparing regional, multi-year, multiple funding source expenditure plans. This experience gives us a clear understanding of how to guide the Consortium in developing its plan that fulfills your vision; meets the goals of the RESTORE Act; and is supported by the public, science, and key stakeholders.

The Consortium needs a plan that ensures funds are spent wisely and systematically to achieve specified end goals, and demonstrates accountability for the success of implemented projects. We understand how important it is for all of us to get this right—to implement projects that will be successful and yield tangible benefits. The E & E team will be completely vested in this effort. We will provide tools and communicate in a manner that helps the Consortium to select projects that provide the most value and highest opportunity for success to the Florida Gulf Coast.

We understand that the Consortium's highest priority is to transform Florida's Gulf Coast economy and environment, stimulating both immediate and long-term, lasting benefits. Transformational and lasting impact requires leadership and informed decision-making. We know from experience that engaging the public early and often and making them active participants will create a sense of ownership and support for the plan and future projects. The inclusion of a robust public engagement element in the planning process will ultimately strengthen the plan's support and give the Consortium's constituency confidence in its potential for success.

For the past two and a half years, E & E has invested its time attending all of the Consortium's meetings and meeting regularly with the Consortium's Executive Committee members and Florida Association of Counties (FAC) staff to gain an understanding of the Consortium's policy issues and management challenges in preparing for RESTORE Act funding. We have also offered planning and technical advice based on our experience, innovations, and insights including providing

examples of multi-year plans, leveraging funding opportunities, and project selection criteria that E & E has prepared for other public-sector clients. Because of our investment, we understand the Consortium's underlying concerns and objectives, and can proceed effectively and efficiently in supporting the Consortium's planning efforts through implementation, if desired.

B.2 KEY STRATEGIES FOR DEVELOPING THE STATE EXPENDITURE PLAN

Now, for this solicitation, we have assembled a team and a strategic approach needed to deliver a fully compliant SEP, on schedule and budget, which will be approved by the Gulf Council without major modification or delay. The key strategic elements of our approach are:

- **Adopt a step-wise planning effort commensurate with the available funding.** Due to the uncertainty of the amount and timing of the funds that will be available for project implementation, it would be wise for the Consortium to take a step-wise approach in development of its SEP, similar to the plan development process adopted by the Gulf Council. Available funds from the Gulf Coast Restoration Trust Fund are likely to be initially limited to the $800 million paid by Transocean (last payment due in February 2015), which may equate to about $36M to $48M for the Consortium. Thus, like the Gulf Council's Initial Comprehensive Plan, the Consortium's initial SEP could be updated over time as uncertainties are resolved and more funds become available through settlement of BP's Clean Water Act fines. Future versions of the initial SEP could accommodate shifting changes in priorities and conditions over time. This measured approach may result in cost savings for planning efforts in the early years by limiting the number of projects evaluated for the initial SEP.

- **Avoid delays by adeptly navigating the RESTORE Act politics, policies, and regulations.** Our relationships and experience working with the Gulf Council, U.S. Treasury, National Fish and Wildlife Foundation (NFWF), Florida Department of Environmental Protection (FDEP), The Nature Conservancy (TNC), Southwest Florida National Estuary Programs (NEPs), Regional Economic/Community Development (RPC and EDCs) entities, and other involved agencies and organizations enable us to serve as "the air traffic controller." Our team includes experts who have been engaged in the RESTORE Act process since the beginning, including:

  - Our program manager, Paul Johnson, who supported the State of Florida on the Gulf Coast Ecosystem Restoration Task Force;
  - Bryon Griffith, who was senior program executive to the Gulf Ecosystem Restoration Task Force and senior technical litigation advisor to the EPA/DOJ litigation team;
  - John Wayne Smith, who was directly engaged at the county, state, and federal level with development of the RESTORE Act; and
  - Dr. Rick Harper, with the Pensacola-based Haas Center for Business Research and Economic Development and most recently Senior Policy Advisor for The Florida Senate on all issues related to the State's economy.

  We will effectively assist the Consortium in dealing with evolving regulations, policies, and scenarios affecting SEP development, project selection and funding, and minimizing inefficiencies and risks associated with delays and changes in policy and programs.

- **Generate broad support for the plan and its projects by engaging the public and key stakeholders and fostering collaboration and cooperation.** Our experience leading development of regional plans shows that people generally want similar core outcomes and success. Collaboration and cooperation comes from finding and communicating that common ground. Our extensive experience in engaging stakeholders and facilitating community planning processes on complex projects with varied audiences will ensure that the best approach and methods are used to meet your needs and those of the various types of community stakeholders. By using a diversity of engagement strategies and communication methods, we ensure inclusion of minority and under-represented groups. Our transparent stakeholder engagement processes and systems, along with a pro-active communications plans, build trust that ultimately leads to broad support for the plan and its projects. Assisting in this effort will be Robert Jones, Director of the FCRC Consensus Center based at Florida State University. Mr. Jones and the Center are widely recognized and utilized in Florida in

facilitating some of the more complex and challenging public policy issues in the state, both environmental and economic.

- **Focus efforts on maximizing those aspects of projects that can promote economic growth and progress.** Every project has the potential to create new jobs, improve job opportunities for underemployed, multiply the economic output, and/or yield indirect benefits to the community and local economy. Our team includes individuals with decades of experience in economic and community development and engagement who, as part of the evaluation process, will help to identify those projects with the highest potential to contribute to economic progress—whether it involves infrastructure development, ecological restoration, or promotion of Gulf Coast beaches and seafood. Once the top-tiered projects have been ranked and received preliminary approval by the Consortium, our team will assist applicants with these projects to further enhance their potential for leveraging funds for economic benefit to the local economy as part of the project inclusion in the SEP. This review and analysis will be provided by all our team partners, but particularly E & E, Dewberry, Balmoral Group, and the Haas Center.

- **For projects that don't make the final initial SEP, provide assistance to make them competitive for alternative funding sources or the next round of Pot 3 funding.** Given that many projects may be found to be highly valued, but do not make the initial top-tier list for Pot 3 funding, we would assist with identifying other sources of funding for which these projects may be eligible, whether oil spill-related or other government or private sources. We would also provide summary recommendations for improvement of applications to maximize their competitive chances for securing other funds or subsequent SEP, if available. This is especially valuable to those applicants with limited capacity to research and target proposals to unique funding opportunities and sources. By rallying these projects and applicants and cooperatively working with them, we can expand the funding that the Consortium can derive from this planning effort. E & E and Dewberry will have lead roles in this effort (See Tab H - Leveraging Resources).

E & E's and its staff have evaluated the economic development impacts of over 250 projects with a cumulative economic impact of over $5 billion and assisted clients in developing projects to maximize job creation and related economic growth.

- **Establish management and project tracking systems that ensure funds are wisely and systematically spent to achieve specified end goals and accountability for the success of implemented projects.** Accountability and credibility are critical to program success. Time invested upfront in designing and establishing solid management and tracking systems will pay off repeatedly in the long run. We create reporting and quality assurance methods and products that are efficient and credible. We have created customized data tracking systems that meet the client's current reporting needs, while also acquiring metrics that can be used in future decision-making, accountability measures, and funding opportunities. With our proven program and project management experience, we will integrate with the Consortium management team to provide all the capability and capacity needed to efficiently and cost-effectively manage the data collection, public facilitation, comment tracking, project list and plan development aspects of this significant undertaking. We also have the capability to further develop a project tracking and accountability system for implementation of the SEP, if so desired (see Tab I – Implementation and Management and Tab J - Value Added Services).

Gaining Approval for the State Expenditure Plan

The State Expenditure Plan is the vehicle by which the Gulf Consortium will obtain grants from the Gulf Coast Restoration Trust Fund. Thus, it is important to understand the decision-making bodies and processes for gaining approval of the SEP, which are shown in Figure B-1. The SEP must be approved by the Governor and the Gulf Council. To be successful in attaining these approvals, the SEP must achieve the following requirements, as detailed in Table B-1:

- Be consistent with the RESTORE Act and the Gulf Council's Final Initial Comprehensive Plan;
- Comply with the U.S. Treasury final rule (effective October 14, 2014) and the Gulf Council's Interim Final Rule (effective August 22, 2014); and
- Address the State's overarching goals and the desired long-term goals and outcomes of the Gulf Consortium.

Table B-1: REQUIREMENTS FOR GAINING APPROVAL FOR THE SEP

Consistent with the RESTORE Act:

- Take into consideration the Gulf Council's Comprehensive Plan
- Contain programs, projects, and activities that target at least one of the listed types of eligible activities.
- Contribute to the overall economic and ecological recovery of the Gulf Coast.
- Consistent with funding requirements in that infrastructure projects do not comprise more than 25% of the total funds, unless the plan certifies that the State's ecosystem restoration needs are addressed and additional infrastructure investment is necessary to mitigate the impacts of the Deepwater Horizon oil spill.

Consistent with the Gulf Council's Initial Comprehensive Plan:

- Consistent with Goals and Objectives of the Initial Comprehensive Plan.
- Compatible with other State Expenditure Plans when evaluating issues or proposing projects that cross state boundaries. Requires coordinated planning with the State of Alabama for projects in the Perdido River watershed or otherwise within Escambia County.

Comply with U.S. Treasury Final Rule (effective October 14, 2014):

- For each proposed project or program, provide a project description, a budget, milestones, and the criteria the applicant will use to evaluate success.
- Publish the plan for public notice.
- Demonstrate compliance with applicable environmental laws, best available science, and management and accounting practices.

Comply with Gulf Council's Interim Finale Rule Regarding RESTORE Act Spill Impact Component Allocation (effective August 22, 2014 :

- According to the Interim Final Rule, SEPs must meet the statutory requirements of the RESTORE Act, including: (1) all projects, programs and activities included in the SEP are eligible activities as defined by the RESTORE Act; (2) all projects, programs and activities included in the SEP contribute to the overall economic and ecological recovery of the Gulf Coast; (3) the SEP takes the Council's Comprehensive Plan into consideration and is consistent with the goals and objectives of the Comprehensive Plan; and (4) no more than 25 percent of the allotted funds are used for infrastructure projects unless the SEP contains certain certifications from the Gulf Coast State submitting the SEP.

Address the State's Goals:

- Priority will be given to projects that address one of the following areas:
  - —Stormwater/wastewater infrastructure projects,
  - —Community resilience/living shorelines,
  - —Water quality projects including those which achieve water quality benefits provided by the preservation of buffer lands around military bases,
  - —Implementation of agriculture best management practices, or
  - —Fish and wildlife habitat and management.

Achieve the Consortium's Desired Long-term Outcomes:

- These desired outcomes, initially defined by the Consortium's visioning exercise in January 2014, will be refined in more detail during development of the Draft Initial SEP and planning grant application.

Our team has devised an approach to the development of the SEP that ensures that the Plan will attain the desired outcomes of the Gulf Consortium with minimal up-front expenditure and will be approved by the Governor and the Gulf Council. Our approach to the development of the SEP is inclusive of the general public, regional technical experts, and state policy makers, all of whom are instrumental in the SEP development. Equally important is the application of best practices, technologies, and science in the evaluation and development of projects. Ultimately, all projects must be economically feasible, with a high return on investment, as measured in common monetary, ecological and community benefit measures. Fundamental to SEP approval is a planning process and methods that are transparent, and well communicated and documented to create a plan that is widely supported and credible to the public and those involved.

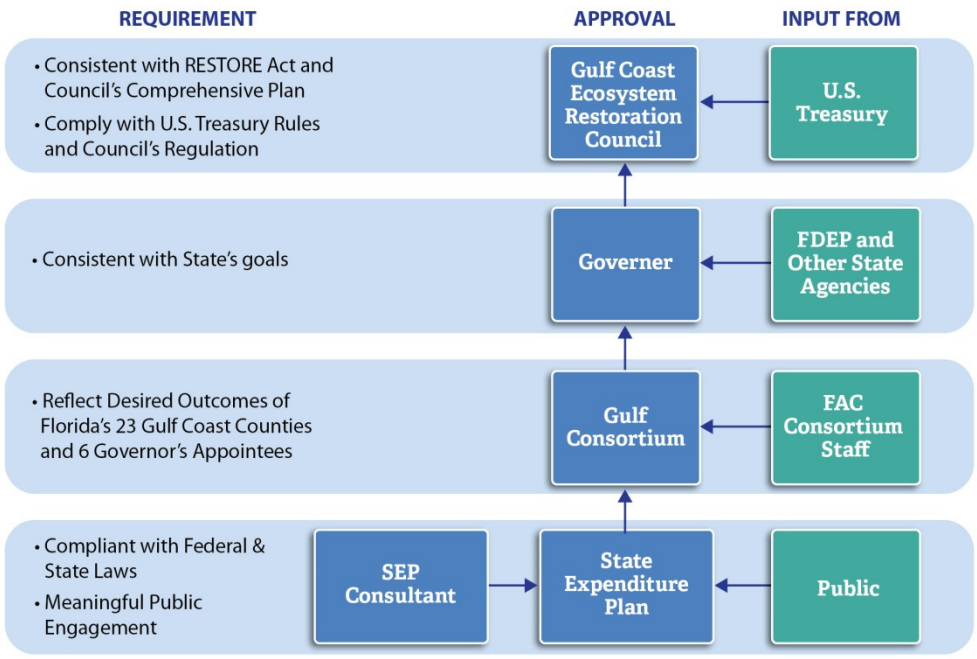

Figure B-1: STATE EXPENDITURE PLAN DEVELOPMENT AND APPROVAL PROCESS

This planning process offers the Consortium the opportunity to leverage the participation of a host of stakeholders and regional experts in helping the Consortium to identify, plan, design, and evaluate projects. This input will provide lasting value to the Consortium, its member counties, and involved stakeholders in defining priority issues and root causes, developing strategies, and designing competitive projects to address and resolve those issues/causes, and engaging potential private and public funding sources beyond RESTORE Act Pot 3.

Based on the tiered public involvement approach that we have recommended, more than 5,000 hours of volunteer time could be invested by civic, academic, business and philanthropic interests serving on various working groups. In fact, this intellectual capital is already being invested in the RESTORE Act process through watershed planning being led by The Nature Conservancy, the Southwest Florida NEP's and other non-profit and regional government groups. The Consortium now has the opportunity to capitalize on that investment. With a commitment to funding a smartly organized effort, the Consortium can bring to bear significant external resources to position its members to reap a return on the investment by other interested stakeholders and funding sources. Alternatively, an under-investment in planning at this stage could squander the opportunity to take full advantage of this external good-will effort.

B.3 METHODOLOGY

Our methodology that follows is organized under the three primary scope of service tasks included in the ITN. Figure B-2 illustrates the 2-year timeline, task activities, key milestones and core process elements such as public involvement, process and approvals, and detail of the project.

B.3.1 Task 1: Application for a Planning Grant

The Application for a Planning Grant will provide a clear vision and road map for how the SEP will be developed and processes that will be used to meet RESTORE Act requirements and stakeholder interests. As further described in Tab F of our original proposal, E & E team members have had extensive experience developing grant applications and funding proposals to raise millions of dollars for organizations and clients. We have assumed that this initial task will be done directly with the Consortium - as representatives of their respective constituencies, and that public involvement or comment for this

E & E prepared successful grant applications that obtained millions of dollars in state funds for local communities to prepare regional sustainability plans, which were used to compete for $90M in project implementation funds.

task would only occur through the open Consortium meetings. Subsequent tasks for plan development will provide ample opportunities for more direct public involvement as described in Tab E.

Strategy for a Planning Grant Application to the Gulf Council. The Planning Grant Application will provide a road map for developing the SEP and serve as a funding proposal to seek funds for Tasks 2 and 3 from the Gulf Council, as allowed under the Council's Interim Final Rule, issued August 22, 2014. As such, we are proposing a minimalist approach to Task 1 that utilizes the approach set forth in this document as the basis for the Planning Grant Application. This proposal provides a detailed approach for the developing the SEP consistent with the RESTORE Act, Treasury's Final Rule, and the Gulf Council's Interim Final Rule. We recognize, as detailed in the Consortium's comments to the Council (submitted on September 22, 2014), that there are some uncertainties regarding the nature of the Planning Grant Application that must be resolved. Our approach assumes that the Consortium does not have to submit a draft SEP, which would require public involvement, to request planning assistance funds.

Assuming a majority of the existing proposal approach is an acceptable framework for the Planning Grant Application, our primary cost for this task is focused on the need to develop a strategy for refining the Consortium's goals and objectives for the SEP. We believe this activity requires direct engagement with the Consortium to discover priority needs and to synthesize those needs into draft goal and objectives for the Grant Application. The remaining areas of activity are associated with final tuning of our proposed approaches and to prepare and seek adoption of the Grant Application by the Consortium. This could be done efficiently in 90 days by leveraging the work we have already invested in developing this proposal along with the commitment of an intensive half-day workshop with the Consortium to develop draft goals and objectives. Working in collaboration with the Consortium, we could then modify applicable sections of this proposal to create a Planning Grant Application that contains an approach, budget, staffing, and timeline for development of the SEP.

Timeline, Budget and Staffing. E & E will develop a detailed timeline, budget and staffing plan for developing the draft and final SEP. The timeline will be graphically illustrated in a project management Gantt chart format as part of a plan appendix and in high level graphic illustration for the core document and public use. It will illustrate each step in the plan development process, similar to how we have provided for this proposal, except with the benefit of consortium input and with more detail.

The budget will be based on the proposed strategy and be broken out by milestones and/or key deliverables. Discussions with Consortium members regarding items such as level of public involvement, number of expected projects to be evaluated, costs of projects and requirements of the information management systems will inform the budget and the staff required.

Task 1 Deliverables:

- Application for a Planning Grant (submitted to the Consortium within 90 days after execution of an agreement for services).
- Final Application for a Planning Grant to the Gulf Coast Ecosystem Restoration Council for SEP development.

Our proposal in response to the ITN and RBAFO makes assumptions that will be further developed in partnership with the Consortium manager, executive committee and others, as needed. The timeline for Final SEP development and budget, along with the strategies and other supporting text and documents, will be assembled into Planning Grant Application for Consortium approval and submittal to the Gulf Council for approval and funding within 90 days. We anticipate the Grant Application will include figures, maps, and other supporting materials and well documented, facilitated consensus on goals, objectives, and other parameters. As such, the Grant Application will present a well-developed case and provide evidence that the Consortium is well organized and ready to begin SEP development. We are confident that the 90-day timeframe for delivery of the Planning Grant Application can be met, assuming timely Consortium approvals of the process.

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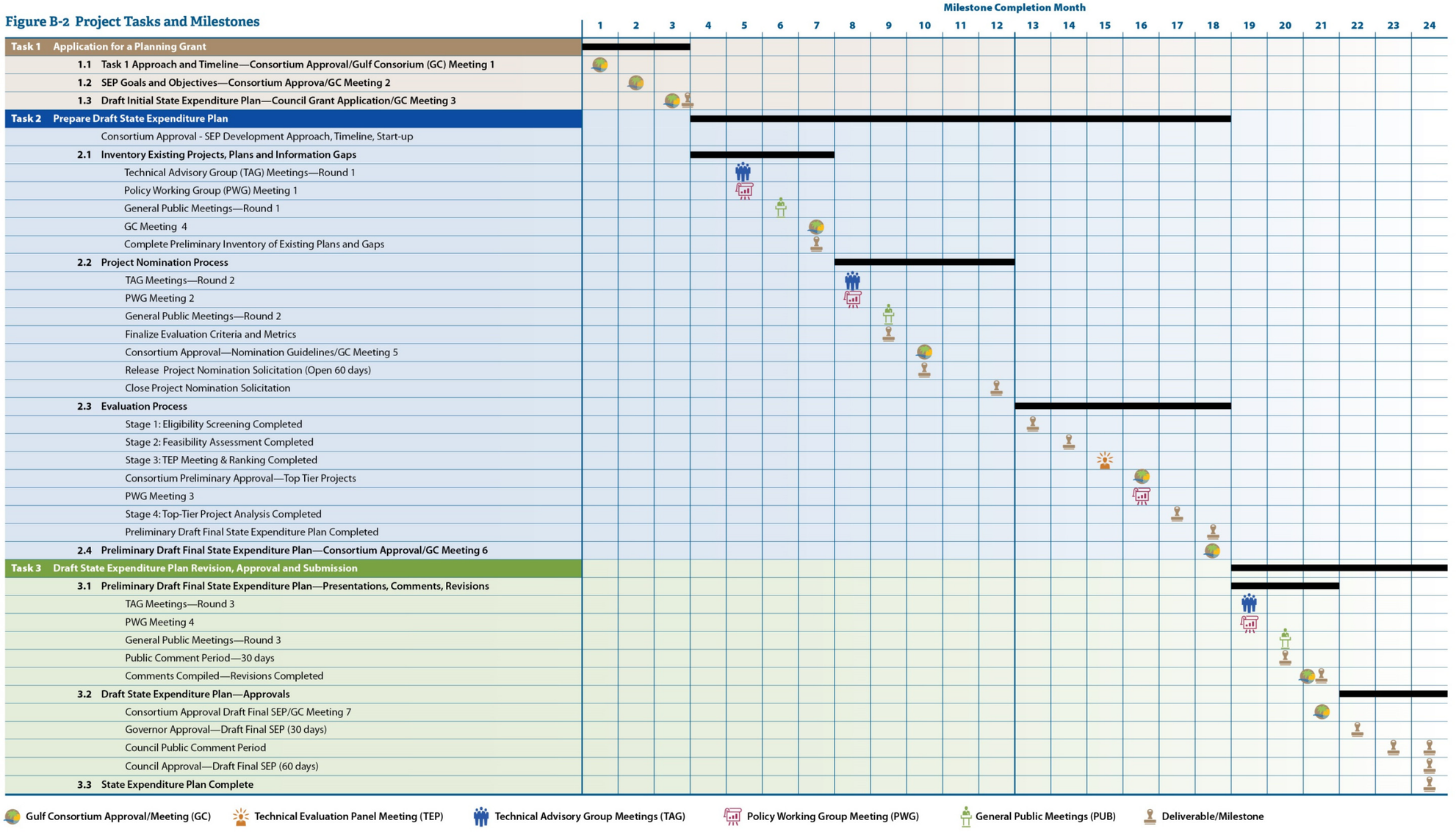
Figure B-2 Project Tasks and Milestones



B.3.2 Task 2: Draft State Expenditure Plan

E & E has formed a team that will cover all bases to deliver a plan that meets all RESTORE Act, Treasury, and Council requirements, and is comprehensive and credible. A public engagement strategy is fully integrated into the plan development process to both leverage the great knowledge and skills that exist in the Florida Gulf Coast region, and to provide stakeholders with confidence that the process is rigorous, open, and unbiased. Figure B-2 provides a timeline of key subtasks and milestones for Task 2. Our understanding and approach to each core element of the plan is described in detail below. Several of these elements, such as best available science, are methods and frameworks that will be applied throughout the planning process. We have key staff identified under Tab F, Qualifications, in our proposal to the ITN, that meet all the technical, planning and management needs required to develop a solid and defendable SEP that will provide lasting benefits for the Florida Gulf Coast. We have supplemented our team with addition of the Haas Center for Business Research and Economic Development, whose qualifications are included in Tab F of this BAFO, to provide expertise in developing economic evaluation criteria and validating economic growth and employment projected during the evaluation of top-tier projects.

SEP Goal and Objectives. E & E will begin the Draft SEP development process with a structured interview process conducted with each Consortium member. A one-on-one interview with each of the 29 Consortium members and the Consortium manager will provide an opportunity to build on the visioning exercise conducted during the January 2014 Gulf Consortium meeting and delve more broadly into the stakeholder interests that each member represents or is knowledgeable about. One- to two-hour interviews will be conducted in-person or through phone communications, depending on member availability, over an initial two-week period immediately following execution of contract. This interview process will discover collective areas of commonality and divergent views among the Consortium members, along with targeted issues and priority needs. The interview results will be synthesized by E & E to refine the initial set of draft SEP goals and objectives defined during Task 1. These draft goals and objectives will be provided to Consortium members for discussion during an E & E-facilitated goal-setting session at the Consortium's next regularly scheduled meeting. We recommend this approach as a way to build consensus on the preliminary goals and objectives, recognizing and accommodating the busy schedules of the Consortium directors by deploying our staff to interview each at their convenience.

Grouping of Projects, Programs and Activities. The interview process will also provide an opportunity to hear and test ideas directly from Consortium members about project types and priorities. E & E will develop and test various scenarios and groupings with Consortium members and bring a final proposed approach forward to the Consortium for approval that best reflects input received consistent with RESTORE Act requirements for eligible projects. A tested approach used by the three contiguous Southwest Florida National Estuary Programs was to jointly consider potential projects and put forth a unified list of environmental projects covering approximately half of Florida's Gulf Coast. Grouping may be done by project or program type, timeframe, costs and scale, keeping in mind the larger Gulf Council Pot 2-scale projects and individual Florida County Pot 1-scale projects that will be forthcoming.

Given that the Final Treasury Rule allows the SEP to include infrastructure projects cumulatively valued at more than 25% of the available funds, the facilitated Consortium grouping may also result in a justification for greater than 25% infrastructure set-aside or a percent set-aside for smaller, regional projects or plans that are time critical, yet would not easily compete with large or county-scale projects. E & E has proposed an initial strategy for regional grouping that is included in Tab E, Public Involvement. This regional grouping would be tested and expanded to include project types and other considerations. The final approach for grouping must include an equitable and clear manner in which to evaluate projects that will provide both short- and long-term benefits to the Florida Gulf Coast.

Evaluation Criteria. The development of evaluation criteria will be an integral output of the public involvement plan that is described in Tab E. The strategy for development of the nomination guidelines and application requirements has already been carefully considered by the E & E team and is included within Tab C, Nomination Process. The criteria will be applied and used as a basis for scoring and ranking projects during the evaluation process described in Tabs D and E. Our existing strategy, contained herein, will be further developed during Task 1 with input from the Consortium members and other key stakeholders. Our initial approach proposes a role for the general public and a more active role for the Technical Advisory

Groups that we have proposed for each region. As described in later sections of this proposal, the development of evaluation criteria starts with the collection of existing plans and data that serves as a base for the prioritization of needs/issues and root causes, which will take place during the second round of public meetings. The regional Technical Advisory Groups (TAG) described in Tab E will be partners with the E & E team in the development of the evaluation criteria and any weighting system that may be needed. We will work with the Consortium manager and executive committee to provide more detail on the selection of Technical Working Group and Policy Working Group (PWG) members, qualifications required, and specific roles and responsibilities. The strategy for development of the evaluation criteria will be completed once the strategy for project grouping is finalized, since these areas have a direct relationship.

1. Existing Plans

Florida has had an extensive history of regional programs and planning for natural resource protection, community, economic, and infrastructure development and management. Table B-2 provides sample of the numerous management plans prepared by federal, state, local and other regional programs and partners that address resources and topics relevant to RESTORE Act-eligible activities and development of the SEP.

Table B-2: EXISTING PLANS

Agency	Existing Plans
Florida Department of Environmental Protection	▪ Aquatic Preserves Management Plans (20) ▪ National Estuarine Research Reserves Management Plans (2) ▪ Florida Keys and Tortugas National Marine Sanctuary Plans (2) ▪ Coastal Management Program Reports (as relevant) ▪ Outer Continental Shelf Program Reports (as relevant) ▪ State Parks, Preserves & Trail Management Plans ▪ State Outdoor Recreation Plan ▪ State Land Management & Acquisition Plans ▪ Basin Action Management Plans (watershed specific)
Florida Fish & Wildlife Conservation Commission	▪ State Artificial Reef Management Plans ▪ State Wildlife Management Area Plans ▪ Protected Species and Habitat Management Plans ▪ NFWF Project plans ▪ Invasive Species Management Plans ▪ Red Tide and other Harmful Aquatic Algal Bloom Management Plans ▪ Florida Fishery Independent Monitoring Management Plans ▪ Florida Marine Fishery Regulations & Management Plans ▪ Florida FWRI Research Plan
Florida Department of Agriculture & Consumer Services	▪ State Sea Food Marketing Plan ▪ State Aquaculture Plan ▪ State Plans for Best Agricultural Practices ▪ State Water Policy Plan (In progress)
Florida Department of Economic Opportunity	▪ Developments of Regional Impact ▪ Areas of Critical State Concern ▪ Post-disaster Redevelopment ▪ Hazard mitigation planning ▪ Waterfronts Florida Program ▪ Coastal High Hazard Area ▪ Adaptation Planning ▪ Florida Job Creation Plan ▪ Florida Five Year Strategic Plan

Table B-2: EXISTING PLANS

Agency	Existing Plans
Florida Water Management Districts (Northwest Florida, Suwanee River, Southwest Florida, South Florida)	▪ Strategic Water Management Plan Annual Work Plan Report; ▪ Minimum Flows and Levels Annual Priority List; ▪ Annual Five-Year Capital Improvement Plan; ▪ Five-Year Water Resource Development Work Program; ▪ Alternative Water Supplies Annual Report; ▪ Florida Forever Five-Year Work Plan Annual Report; ▪ Mitigation Donation Annual Report; and ▪ SWIM Program Summary Report
Florida Regional Planning Councils (Northwest, Apalachee, North Central, Tampa Bay, Southwest Florida, South Florida)	▪ Comprehensive Regional Policy Plan ▪ Regional Economic Development Plans ▪ Regional Transportation Plans

We will take a regional approach in assembling, reviewing and summarizing Florida's existing Gulf Coast ecological, community, economic, and workforce stakeholder and government plans and programs. We will create a synthesis document that provides a foundation for identifying and evaluating projects eligible for RESTORE Act funds. Our efforts will be greatly enhanced by recent syntheses of these existing plans as part of planning efforts since the Deepwater Horizon oil spill, including:

- Gulf Coast Ecosystem Restoration Task Force *Final Restoration Strategy* (December 2011), especially Appendix B of the Strategy document for Florida, which our proposed project team members helped write and our Program Manager, Paul Johnson, was a primary author (serving as a consultant to FDEP);
- *The Southwest Florida Regional Ecosystem Restoration Plan* (March 2013) prepared by the Joint Florida Gulf National Estuary Programs, which essentially synthesized the three NEPs' Comprehensive Conservation and Management Plans, and which covers half of the Florida Gulf Coast (from Levy to Monroe counties) and has been submitted to the Gulf Council and FDEP for consideration; and
- The Florida Panhandle, Big Bend and Springs Coast Community Watershed Restoration Planning process currently being led by The Nature Conservancy (covering Escambia to Levy counties),is building on a synthesis of the regional Surface Water Improvement and Management (SWIM) plans and other existing watershed planning programs and documents. Key E & E staff have participated in this watershed-based planning process and will build on its approach and results, both topically (i.e., economic development and community resiliency) and geographically (entire Florida Gulf Coast) in developing the Gulf Consortium's SEP

These plans will be reviewed for programs, projects, activities, and strategies that can be applied to the SEP. Because many of these plans focus on watershed and ecosystem restoration, other plans addressing economic and infrastructure development needs, including hazard mitigation and enhancing coastal resiliency, would require more emphasis during this task.

As explained in Tab E, the first round of public meetings will include soliciting input on existing plans and information that are not included in our initial synthesis.

2. Information Gaps

Important information gaps will be identified as early as possible during SEP development in order to determine the necessary means for acquiring missing information, minimizing any delays associated with collection of such information, and/or seeking alternatives for making decisions without the information. Some rural counties, particularly ones in the Big Bend and Panhandle sub-regions, may lack information management tools, data and resources (e.g., local geospatial data sets) that will be needed for technical comparison of programs, projects, and activities with other sub-regions. Missing information or data could be critical for several purposes - especially determining the need for restoration (strategy), evaluating projects thoroughly (project selection), or establishing a baseline against which to measure success (monitoring).

As described in the previous section on Existing Plans, there is much information on the present environmental, community, and economic conditions within the Florida Gulf Coast region that will greatly inform the needs and best approach for restoring, protecting and enhancing natural and community resources. Some plans identify information gaps that would be confirmed before recommending the need to collect additional information. Various existing federal, state, local and regional planning authorities and programs would serve as a resource for validating gaps, projects and priorities for filling gaps.

As mentioned in the Collaborative Funding and Leveraging section below, opportunities exist to capitalize on program synergies and to leverage the knowledge and expertise from other existing federal and state agencies engaged in RESTORE Act implementation. Our public involvement plan proposes the formation of specialty groups (e.g., subregional Technical Advisory Groups, Technical Evaluation Panel, and Policy Working Group, as identified in Tab E) who will also serve as sources to identify and fill information gaps. The identification of information and data gaps, along with areas of capacity building required to support ongoing data collection and updates, presents an opportunity for seeking alternative grant and other funds. During this stage, we also propose to develop a customized federal/state grants database to support leveraging of other funding sources, which can multiply the amount of project funding that the Consortium and member counties could obtain (see Tab H).

3. Law

The evaluation of proposed projects will include a consideration of the projects' ability to comply with federal and state laws and regulations, including those pertaining to water, wildlife, comprehensive planning, coastal management, public disclosure, finance, and other similar legal requirements. Table B-3 shows the potential applicability of major federal and state laws for the types of projects eligible for funding under the Consortium Pot 3.

The SEP will describe the applicable laws and regulations, the need for consultations with responsible agencies, how implementation of the plan will comply with all laws and regulations, and how compliance may affect project schedules and budgets. This section of the SEP will demonstrate to the Governor and Gulf Council that the Consortium has adequately considered legal compliance and permitting requirements of the proposed projects.

4. Project Solicitation and Management Process

The project solicitation and management process will be integrated with a multi-user geospatial database to store all relevant project documents and information and allow the project team to query, view, edit, manage changes, and execute workflows relative to project nomination and selection process. E & E envisions initially a robust but simple architecture that will facilitate the project solicitation process in a cost-effective way by designing a system that would be scalable, and allow tiered user access, document management, and online GIS access. The goal of the project management system is to:

- Generate useful information to improve project effectiveness;
- Centralize, integrate, and standardize project information;
- Visually present project information in an understandable format; and
- Provide project tracking and status information to the public.

As shown in Figure B-3, the project management system will consist of tiered architecture that uses a Microsoft SQL Server relational database management system [RDBMS] with access to the system provided by ESRI ArcGIS mapping software and web-based modules. These modules will serve as portals for public involvement as outlined in Tab E and for completion of project nomination application as outlined in Tab C. The system will be maintained on E & E's network of servers and workstations located in the firm's offices nationwide. Links for the public to provide comments and enter project information will be added on the existing Consortium website, which will take the user to the E & E-maintained system. E & E will access the database with ArcGIS data analysis tools and Microsoft Office products to generate project status reports and supporting material for the Draft SEP. These reports will be provided to the Consortium to post on their existing website. The design of the system provides for later ability to provide multi-tiered (layered) access to the Consortium members, project applicants, and stakeholders involved in the Gulf Coast restoration program and expand data layers and information available.

Table B-3: APPLICABILITY OF FEDERAL AND STATE LAWS TO RESTORE PROJECT TYPES[(a)]

	Federal											State		
Types of Projects	ARPA	CCPR	CZMA	CWA	ESA	MBTA	MSFCMA	NAGPRA	NEPA	NHRA	RESTORE	Ch. 119 and Ch. 286.011 F.S.	Ch. 163, Part II, F.S.	Ch. 373, F.S
Restoration and protection of natural resources	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Mitigation of damage to natural resources	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Implementation of a federally approved marine or coastal management plan	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Workforce development and job creation		●							●		●	●	●	
Improving state parks affected by the spill	●	●	●	●	●	●	●	●	●	●	●	●		●
Infrastructure projects benefitting the economy or ecological resources	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Flood protection and infrastructure	●	●	●	●	●	●	●	●	●	●	●	●	●	●
Planning assistance		●									●	●		
Promotion of tourism		●									●	●	●	
Promotion of Gulf seafood consumption		●					●				●	●		

Note: (a) This list of applicable laws is not exhaustive.

Key:

Federal

ARPA = Archaeological Resources Protection Act
CCPR = Council Comprehensive Plan and Regulation
CWA = Clean Water Act
CZMA = Coastal Zone Management Act
ESA = Endangered Species Act
MBTA = Migratory Bird Treaty Act
MSFCMA = Magnuson-Stevens Fishery Conservation and Management Act
NAGPRA = Native American Graves Protection and Repatriation Act
NEPA = National Environmental Policy Act
NHPA = National Historic Preservation Act
RESTORE = Department of the Treasury Rule (RIN 1505-AC44), The Resources and Ecosystems Sustainability, Tourist Opportunity, and Revived Economies of the Gulf States (RESTORE) Act of 2011

State:

Ch. 119 and Ch. 286.011 F.S = Chapter 119, Florida Statutes (Public Records and Public Access), and Chapter 286, Section 011, Florida Statutes (Public Business) (i.e., Florida's Public Records and Open Meetings Laws)
Ch. 163, Part II, F.S. = Chapter 163, Part II, Florida Statutes (Local Government Comprehensive Planning and Land Development Regulation Act), and Local Plan Consistency Requirements
Ch. 373, F.S. = Chapter 373, Florida Statutes (Water Resources)

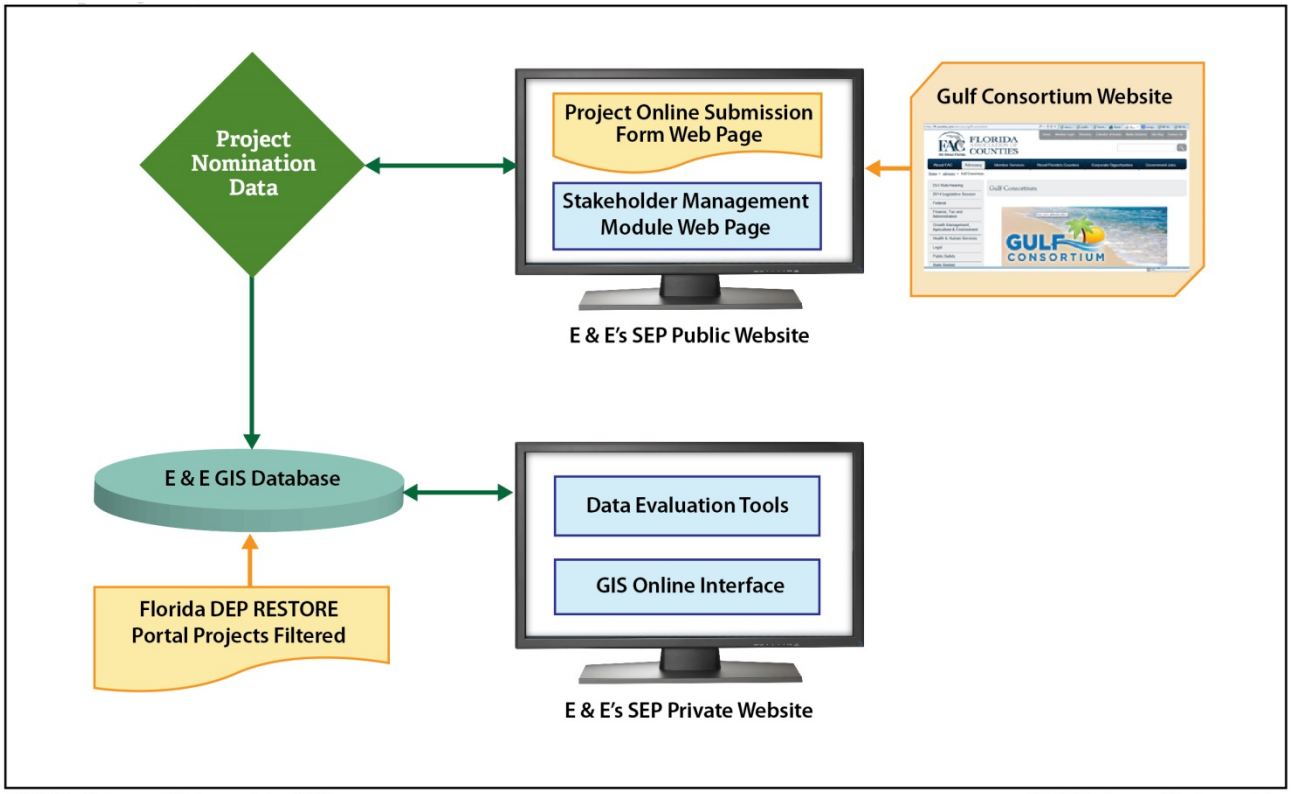


Figure B-3: PROJECT DATA MANAGEMENT PROCESS

E & E will design a master database schema that will integrate and relate project information required to document RESTORE Act eligibility and support the project evaluation process outlined in Tab D. The database format will be based on the existing FDEP project submittal forms, but will include additional information to evaluate the projects relative to the RESTORE Act, Gulf Council and Gulf Consortium's goals and objectives, and science-based evaluation criteria. The on-line public project application form will be developed and linked to these database tables. The on-line application system will allow for import of some project information from other electronic databases, as long as the project information is provided in a predetermined format. All projects prior to import into the on-line system will need to be manually categorized to the metadata developed for the Consortium evaluation process. The database format will be designed with linkages to geospatial information on projects that will integrate pre-existing geospatial data layers that will allow geospatial evaluation relative to other ecosystem restoration projects and other kinds of features such as environmentally sensitive areas/resources, or rivers, roads, and buildings.

E & E will import basic electronic information from existing Florida RESTORE Act databases, provide a quality control check for completeness and categorize the projects relative to the project type. All projects are then searchable and retrievable to approved users using metadata search capabilities and pre-built queries. For non-geospatial data, the database will be designed so that uploaded documents, reports, spreadsheets and tables can be fully categorized and indexed using document management modules. Project management and financial management modules can be integrated later during project implementation stages, if so desired (see Tab J). The database will be designed to facilitate rapid, standard reporting of project status.

Once the project nomination process is complete, checked, and applications accepted, E & E will utilize ArcGIS and other data analysis tools to retrieve, view, analyze, and distribute maps and reports to the project evaluation teams. This will be done by creating a private on-line system for review and retrieval of project information entered by the public. The reports

will be developed to match the level of information needed for each successive stage of the evaluation process. The web-based system also will include access to the spatial data via a GIS interface to better understand the project area, implement visualization evaluation, and query and report spatially related data.

Once an evaluation process is completed, the status of the project and outcome of the evaluation process will be entered into the database. The tracking and scoring matrices developed and completed as part of the evaluation process will not be included in the database format, but the information will be stored in spreadsheets or Word documents that can be included in the SEP as supporting documentation. Once the evaluation process is complete, the ArcGIS and data analysis tools will be used to generate reports and figures for the SEP.

5. Strategy

This section of the SEP will establish the overarching strategy or framework for organizing the types of projects for evaluation and ranking. As noted earlier, the scale and diversity of the environmental and economic issues and challenges along the State's Gulf Coast demands a regional approach to identifying, evaluating and ranking projects needed to address the overarching restoration goals. Following the model set by the Joint Florida Gulf National Estuary Programs in their planning process; the projects will be grouped and evaluated based on the goals and objectives of the Gulf Council's Initial Comprehensive Plan.

Regional Approach. As discussed in Tab E, we are proposing a public involvement and project evaluation process based on dividing the Florida Gulf region into four sub-regions that have similar habitats, ecosystems, watersheds, communities, and socioeconomic conditions.

Goal-Driven. The Initial Comprehensive Plan provides an integrated approach to Gulf restoration by establishing general guidance focused on restoration of natural resources and the jobs, communities, and economies supported by those resources. The Comprehensive Plan adopts five overarching goals:

- Restore and conserve habitat;
- Restore water quality;
- Replenish and protect living coastal and marine resources;
- Enhance community resilience; and
- Restore and revitalize the Gulf economy.

The fifth goal recognizes that expenditures aimed at comprehensive restoration should also contribute to reviving and sustaining the Gulf Coast economy. Together the five goals create a framework for planning and implementing a comprehensive approach to restoration.

The interrelatedness of our natural resources, communities, jobs, and economies require that we take a holistic approach to devising a comprehensive restoration plan. Nonetheless, the broad diversity of potential projects and the widely different attributes of some projects necessitate comparison of like projects. For example, a program to promote tourism is not readily comparable to a project to retrofit a stormwater treatment pond. Thus, projects should be logically sorted into categories for evaluation, comparison, and ranking. This is the approach taken by the Joint Florida Gulf National Estuary Programs in developing the Southwest Florida Regional Ecosystem Restoration Plan and, to a degree, The Nature Conservancy's ongoing Community Watershed Restoration planning effort in the Panhandle, Big Bend, and Springs Coast.

Grouping Projects, Programs and Activities.

As shown in Figure B-4, many types of projects will contribute toward achieving more than one goal; thus, the grouping of projects should not limit the consideration of contributions that a project may make toward multiple goals. Rather, this may be a positive attribute in the evaluation and ranking process As an example, an oyster reef living shoreline project could contribute toward all five goals by enhancing marine habitat (Goal 1), recruiting oysters that filter suspended sediment thereby improving water quality (Goal 2), supporting growth of benthic invertebrates and fishes (Goal 3), creating a living, natural breakwater that mitigates flooding from storm surge and is resilient to storm damage (Goal 4), and attracts fishermen or snorkelers due to improved fish populations (Goal 5).

Goal 1: Habitat	**Goal 2:** Water Quality	**Goal 3:** Living Coastal and Marine Resources	**Goal 4:** Community Resilience	**Goal 5:** Economic Recovery and Development
Terrestrial/ Wetlands Habitat Management	Stormwater/ Wastewater Infrastructure	Marine/Coastal Habitat Management	Flood Hazard Mitigation & Infrastructure	Infrastructure to Benefit the Economy (e.g., port infrastructure)
Infrastructure to Benefit Ecological Resources (e.g., living shorelines, artificial reefs)	Preservation/ Acquisition of Critical Watershed/Military Base Buffer Lands	Invasive and Nuisance Species Management	Preservation/ Acquisition of Critical Watershed/ Military Buffer Lands	Promotion of Tourism
Habitat Restoration (e.g., beaches & dunes, oyster reefs, seagrass beds, wetlands, coral reefs)	Agricultural Best Management & Sediment/Nutrient Reduction	Agricultural Best Management & Sediment/Nutrient Reduction	Agricultural Best Management & Sediment/Nutrient Reduction	Workforce development and training
Invasive and Nuisance Species Management	Watershed Restoration/ Enhancement	Promotion of Gulf Seafood Consumption	Promotion of Gulf Seafood Consumption	Promotion of Gulf Seafood Consumption

KEY:

Infrastructure | Habitat Management | Land Acquisition/Preservation

Invasive Species | Seafood Promotion | Water Quality Improvements

Figure B-4: TYPES OF PROJECTS BY RESTORE ACT GOAL

By grouping similar types of projects, the regional and synergistic value of the like projects may be recognized. Furthermore, the cumulative cost and benefit of similar projects and the need for sustained resources to construct, operate, and maintain certain types of infrastructure or restoration activities over decades may create a scale, duration, and surety of demand that creates jobs and/or results in the need for workforce development.

For example, like projects, programs and activities in a region that address regional needs and interests (artificial reefs, septic to sewer, tourism attractions, sea food promotion, port development/ improvements, habitat protection and restoration) could be identified by the E & E review team and discussed with the regional Technical Advisory Groups and Policy Working Group during round two of Public Involvement detailed in Tab E. These groupings could be utilized in the Project Nomination Process described in Tab C. Once projects are nominated and evaluated they may be grouped into these categories or activity types and displayed geographically by regions as shown in Figure B-5. These grouping would be analyzed for opportunities of collaboration, consolidation and future needs and discussed among the various public involvement Tiers and potential project applicants prior to final project evaluation (See Tab D) .

Ecosystem- and Watershed-Based. Modern restoration methods are based on an ecosystem-level approach, which is practiced by Florida DEP in its restoration efforts. This ecosystem restoration approach is science-based, as required by the RESTORE Act and the Initial Comprehensive Plan. A watershed-scale planning approach recognizes the foundational importance of water quality to the health of aquatic habitats and coastal and marine living resources. It also respects the interconnections between all elements of the coastal landscape, including terrestrial uplands, freshwater and coastal wetlands, rivers and streams, estuaries, and the Gulf. All human activities within our coastal watersheds ultimately affect the Gulf of Mexico.

Flexibility for Community and Economic Development. Most if not all the projects categorized by the first three goals above could be evaluated on a watershed basis as considered by water management districts. However, some projects related

to community, work force, and economic development (generally covered by the fourth and fifth goals) may be more appropriately grouped based on a different, more local or regional, geographical subdivision, such as by regional planning councils, work force districts, or economic and tourism development areas. The planning process should be flexible, recognizing that grouping all projects by watershed may create artificial dichotomies between similar projects and inhibiting effective comparison and ranking of certain projects. Our strategy would be to group projects in ways that unify neighboring efforts and promote synergistic beneficial effects on the environment and the economy for Florida's Gulf Coast region.

6. Feasibility

Our team has proposed a staged approach to evaluate and assess the feasibility of potentially hundreds of projects submitted by applicants from throughout the region. Early stages of project evaluation will include a large pool of project applications that make it through eligibility screening to undergo a less rigorous feasibility "assessment" that includes both qualitative and quantitative methods utilized by our team of subject matter experts to narrow the applicant pool. Once we complete the feasibility assessment a peer-based, Technical Evaluation Panel will utilize the approved Evaluation Criteria to rank and select the best in class projects. Only this smaller group of top-tier projects will then undergo a more rigorous technical, economic and scientific analysis by the E & E team. Our staged approach to project evaluation, which includes testing for feasibility, is fully described in Tab D.

The Consortium specific project nomination submission form, developed during the nomination process described in Tab C, will gather project information from new and earlier applicants that will be used by the E & E team to assess project feasibility. Applications may include questions regarding the following areas of assessment to allow the applicant to describe the benefits and attributes of a project, along with its challenges:

- Relevant Existing Conditions
- Expected Future Conditions
- Potential Negative Impacts
- Community, Ecological and Economic Needs and Benefits
- Regulatory and Public Approval Requirements
- Estimated Budget
- Return on Investment

Currently we envision the use of a qualitative matrix based on feasibility criteria to identify those projects that address problems or meets regional Consortium goals and objectives better than others. If the feasibility of a local project is dependent upon another project it will be linked accordingly. We will establish a standard template for the information to be provided and develop a common methodology to determine the different types of benefits and calculation of return on investment in the final stage of evaluation.

E & E Experience: Feasibility Analysis

E & E and its team members have assessed the feasibility of environmental restoration efforts, economic development initiatives, and infrastructure projects. For example, E & E conducted a $600K study that won a planning award to assess the feasibility of implementing up to 300 MGD of wastewater reuse in south Florida. For the SFWMD we conducted a $5M study to identify ecosystem restoration, water quality enhancement, water supply and flood protection measures, and to assess the feasibility of implementation. These feasibility analyses involved extensive data collection, modeling, engineering and ecological analysis, economic evaluations and cost benefit analysis.

This approach is similar to grant review and administration efforts we are currently providing for the State of New York on the $90 million Cleaner, Greener Communities grant program. Also for the Florida Department of Environmental Protection, we are providing dedicated staff to help evaluate the technical aspects and feasibility of cost documentation and funding requests from program applicants related to the assessment and cleanup of groundwater, soil, and surface waters impacted by petroleum products.

7. Cost and Potential for Leveraging

While not currently in our scope, our team can support selected projects refine their costs as part of SEP finalization. One of our Everglades projects required us to work closely with USACE to develop cost estimates of over 70 different watershed and estuarine restoration measures cumulatively costing in excess of $1 billion.

Projects will include an estimated budget in their application submission. These budgets will be reviewed at three levels during our staged evaluation process that is detailed in Tab D. After initial geographic and other eligibility screening during early stages of evaluation, projects will be tested for reasonableness using industry standards that are well known by our engineers and other professionals for each type of project. This early test will ensure that numbers are within a realm of acceptable cost per square foot, or other relevant cost and engineering metrics for the project type. For efficiency, this early assessment will primarily examine gross numbers rather than line-by-line scrutiny of each of the 100 + project budgets. Our second level of cost review will consider alternative funding from other RESTORE pots and leveraged matched funding from other related state and federal programs to ensure that projects are most appropriate for the SEP (Pot 3) specific funding and to allow the Consortium dollars to go further by funding more projects during the final stage of evaluation. At this final stage, top tier projects will undergo a rigorous analysis by the E & E team as part of the final step in project evaluation prior to recommending projects for inclusion in the SEP. This will be complemented by the Technical Evaluation Panel, which will have an opportunity as part of their review to evaluate projects costs and other criteria.

Following our cost analysis of the top-tier projects, we will generate a summary table in the SEP that lists the cost and benefits of each eligible project/program/activity and will provide backup details as appropriate in an appendix. Included in the summary table will be the source of funding which will show where money from other programs is being leveraged in conjunction with the Consortium Pot to maximize benefits. The approach used to develop and analyze costs and benefits will be discussed in the Cost section of the SEP.

Once projects are selected, the E & E team will review the applications with the respective project applicant and raise any concerns regarding the estimated budget and benefits provided in the application prior to finalizing the project summary for the Draft SEP. In tandem with the RESTORE leveraging analyses described above, we will examine all non-selected projects identified in each stage of the SEP process to determine the most viable alternative (i.e., non-Pot 3) finance strategies for each. This analytical task will involve establishing parallel implementation pathways for these projects that will be partitioned by county, or counties where applicable, to regional projects, and provided to the Consortium for distribution to its membership (see Tab H).

These strategically integrated analytical systems and processes will prove invaluable to the Consortium in helping to steer the planning process toward the highest maximum leveraged yield on Spill Impact Component (Pot 3) resources, while at the same time directing project applicants to other funding resources, so there are potentially no losers in the process.

8. Timeframe

Projects will also be required to submit a project schedule as part of their project application submission. Similar to the process described above for assessing costs, we will also assess project schedules in two stages to determine, first, the level of reasonableness or high-level feasibility of the project schedule. Second, a deeper analysis in the final stage of evaluation of top-tier projects will occur to examine areas of potential risk or critical path concerns regarding implementation. Project timeframe may also be included in the evaluation criteria that will be used by the Technical Evaluation Panel to score and rank projects. For example, a well-developed project application may score high on its impact and benefit to the community; however, due to critical path issues beyond control of the applicant that would affect timing and implementation the project (such as permitting and other feasibilities), the project may be scored low in this area and set aside for future funding rounds. Conversely, projects with high benefit to the Florida Gulf ecosystem and /or economies and high probability of success might

move to the "best in class" or "top tier" for early implementation and bring the quickest results. In other words, "early timing" may be as important as or even more critical than "best chance of success." For example, stressed oyster reefs in Apalachicola may not survive very long without improved water quality and habitat. Therefore, getting fresh water flow, sediment or nutrient reduction projects implemented quickly makes those projects "critical early projects" for "quick wins." On the economic front, critical beach nourishment, port development, or tourism attractant projects that can immediately produce new jobs and economic diversity may be given a higher priority, over a project that might produce more jobs over a longer period.

Once project schedules are reviewed and confirmed as accurate in the final stage of evaluation, the information will be input into the project database. The database will allow for project synergies and dependencies with other projects to be defined or confirmed. This would serve several purposes, including allowing for the ability to integrate other projects based on changing conditions and applying adaptive management measures to maximize benefits. Also, some projects may need to be conducted first, before a subsequent project (e.g., an upstream sediment reduction project prior to estuarine sea grass planting) to ensure success.

As stated earlier, we are assuming there will be multiple funding rounds due to unknowns associated with the ultimate size and timing of funds. Therefore, the number and timing of projects to be funded are subject to change, necessitating a "living" SEP that is updated once every two to five years with additional projects added with each update in the plan. As the project numbers grow, a data base with project information, including schedules, will also greatly assist in understanding the expected benefits and timing of funding drawdowns to effectively manage and balance fund resources as well as monitor expected outcomes.

The Gulf of Mexico University Research Collaborative and Florida Institute of Oceanography could serve as an unbiased science advisory body to advise the Consortium if there is a specific science-based need.

We will provide a master schedule in the Draft SEP that will summarize the timing for all projects at a rolled up level of detail to provide a clear understanding of overall project milestones and activity. The master schedule will include high-level tasks such as baseline data collection, design, permitting, and construction. Projects that are linked or dependent upon each other will be grouped accordingly. An implementation schedule provided in a project management format, such as a Gantt chart, will also ease overall project management during future project implementation and monitoring stages.

9. Science

One of the Gulf Council's objectives from the Initial Comprehensive Plan is to improve science-based decision-making processes. Although the RESTORE Act mandates the use of best available science (BAS), the legislation does not define the rationale and details of how to integrate BAS into ecosystem restoration programs. To fill that gap, the Gulf of Mexico University Research Collaborative (GOMURC) coordinated a workshop in August 2013 and issued a report entitled, *Gulf Restoration Science Workshop: Actions to Promote Coordinated, Science-based Restoration*. Participants from the restoration programs funded as a result of the Deepwater Horizon oil spill (including the federal and state trustees, Gulf Council, NFWF, and others) engaged with Gulf Coast scientists and managers to develop a rationale and recommend actions intended to inform a Gulf-wide restoration effort that is based on the BAS, and promote program coordination and engagement with restoration practitioners, scientists, managers, and decision-makers.

The Florida Institute of Oceanography (FIO), is the only Center of Excellence specifically named in the RESTORE Act. Centers of Excellence are specifically provided a share of the RESTORE Act Trust Fund (2.5%) as well as 25% of interest on the Trust Fund until totally expended. FIO is a consortium of Florida-based academic and research institutions, including FDEP and FWC.

In developing the Consortium's SEP, the E & E team would apply the recommendations from this GOMURC workshop, as well as consult with the Gulf Council. As a multidisciplinary scientific consulting company, E & E has available a breadth of scientific expertise; however, a case may arise where more targeted scientific expertise in Florida is needed. Therefore, we would recommend using FIO as a science advisory body to advise the Consortium in development of the SEP, if there is a specific science-based need. Relying on FIO would utilize an already established and recognized RESTORE Act science program to help to provide transparency and avoid the appearance of bias by Consortium members or contractors where

insufficient data or science requires best professional scientific judgment on an issue, such as the potential for success of a particular type of project or monitoring approach.

The E & E team will also take advantage of the lessons learned and best practices of other national and regional restoration programs in implementing BAS. We have learned much from our involvement in previous and on-going regional programs with elements common to the Gulf restoration effort, such as the Florida Everglades, Great Lakes, Puget Sound, and Chesapeake Bay restoration programs. For example, the Great Lakes Restoration Initiative's report *Adaptive Science-Based Framework for Great Lakes Restoration*, provides guidance to advance cost-effective and strategically appropriate restoration actions by using the best available science and applying the lessons learned from past and ongoing restoration projects and programs. Best available science should be applied early and over the full spectrum of decision-making activities in the Gulf.

10. Eligibility

An initial screening of projects will be conducted by determining eligibility under the RESTORE Act. We will assess the project location and the type of project and check against the requirements in the Act. For the Consortium, projects that are located within the 23 Florida Gulf Coast counties and/or are focused on generating benefits to the coastal environment or economy of these counties will be viewed as location eligible and then reviewed for "project type eligibility."

The on-line application system described above, will allow us to easily sort and manually review on-line applications to validate project location and compliance with location criteria; and the project type and compliance with project type. A project must meet both criteria to be eligible for further consideration. A summary report of applications and critical data fields, such as eligibility, will be produced and posted for public viewing upon completion of this initial eligibility screening and validation.

In accordance with the RESTORE Act, the types of eligible projects include:

- Restoration and protection of the natural resources, ecosystems, fisheries, marine and wildlife habitats, beaches, and coastal wetlands of the Gulf Coast region.
- Mitigation of damage to fish, wildlife, and natural resources.
- Implementation of a federally approved marine, coastal, or comprehensive conservation management plan, including fisheries monitoring.
- Workforce development and job creation.
- Improvements to or on State parks located in coastal areas affected by the Deepwater Horizon oil spill.
- Infrastructure projects benefitting the economy or ecosystem resources, including port infrastructure.
- Coastal flood protection and related infrastructure.
- Planning assistance.
- Administrative costs of complying with the Act.
- Promotion of tourism in the Gulf Coast region, including recreational fishing.
- Promotion of the consumption of seafood harvested from the Gulf Coast region.

In addition, subject to further guidance from the Treasury Rules and the Consortium, individual projects will be checked to ensure that they do not exceed the 25 percent of total budget funding limit for infrastructure, unless there is an exception in accordance with the RESTORE Act. The recently finalized Treasury Rules indicate that the SEP may propose infrastructure projects valued at more than 25% of the total Pot 3 funding, but grants can only be issued for up to 25% of available funds. If needed and desired, this exception will be documented and justified in the initial SEP. Projects that also meet this criterion will be moved forward for further review In this instance, the infrastructure criteria will not be applied until Stage 3 or 4 of the evaluation process, depending on the number and scale of applications with infrastructure components. Tab D provides additional detail on eligibility that is included in Stage 1 of our proposed project evaluation process.

11. Consistency

Consistency with the Goals and Objectives of the Gulf Coast Ecosystem Council's Comprehensive Plan (Council Plan) is another filter that will be applied during the first stage of eligibility screening. Only RESTORE Act eligible projects discussed above would be screened for consistency. We anticipate including a data field in the project on-line application and data base that would identify what goals and objectives would potentially be met by each of the eligible projects. It is

assumed that if a project is RESTORE Act eligible, it would meet at least some of the Council's Goals and Objectives. Therefore, this exercise is intended to primarily validate and identify those projects that have the potential of meeting multiple goals or objectives rather than as an elimination screening, except in extreme circumstances.

The applicant self-assessment of goals met would be validated and the project would be further assessed to determine if any aspect of the project may be detrimental or work against the Council's Goals and Objective. For this assessment, we anticipate developing a simple matrix that would rate the ability of projects to meet each one of the stated goals and objectives of both the Gulf Council and State of Florida, as well as the Gulf Consortium. The matrix may be something as simple as a score of -5 adverse impact, 0 none, +1 low, +3 medium and +5 high, based on E & E's screening and criteria development processes. We would propose that a minimum total score would be required to advance a project further.

We are adept at quickly identifying impacts based on our extensive experience conducting environmental impact assessments for compliance with the National Environmental Policy Act (NEPA). Per the Council Plan, projects must not cause a significant adverse impact on other proposed RESTORE efforts. We will conduct an initial cursory review of eligible projects and screen out those that appear to potentially have a significant adverse impact or long-term negative impact that is not offset by overall project benefits. If a project passes the initial screening effort and is later determined through more analysis, technical workshops, and/or public input that it poses significant adverse impacts and negatively affects other valued projects, the project will be screened out.

Projects that meet multiple goals and objectives may initially be ranked higher; however, projects that meet a single goal and objective well and provide good return on the investment may eventually rank higher following more detailed review in subsequent stages of evaluation. All screening and assessment processes will be documented and posted on the program's website, at the appropriate time in the evaluation process to promote transparency.

12. Evaluation Criteria

E & E recognizes the need for a consistent and documentable process to evaluate and rank projects and to have that process transparent to the public. One of the first steps is the development of metrics and evaluation criteria that will be integrated into the nomination guidelines and application form and then used to help evaluate and rank projects. We have worked on a wide array of projects and have developed and used metrics and evaluation criteria representing a range from very simplistic qualitative measures to highly sophisticated metrics/criteria based on modeling results and scientific study. Given the potential number of projects, we would lean towards more simplified approaches that consider conformance with goals, potential for success, feasibility of implementing and correction of problems, assessment of costs and associated benefits.

E & E considers the project evaluation criteria and metrics a core component of the nomination guidelines and application submittal form. As such, we have included the development of the evaluation criteria as an element of the project nomination process described in Tab C. The evaluation criteria used to score projects will be derived from the existing conditions inventory and public and stakeholder input, along with our experience with similar programs and models. The second round of public and Technical Advisory Group meetings will focus specifically on regional needs identification and prioritization that will directly inform the evaluation criteria and weighting, as further described in Tab E.

We do not need to start from scratch in the development of metrics and evaluation criteria and will draw on our experiences and efforts conducted by others, such as a set of environmental indicators considered by the Joint Florida Gulf National Estuary Programs (NEPs), the criteria development process still underway by The Nature Conservancy-led Community Watershed Restoration Planning process for the Panhandle, Big Bend, and Spring coasts of Florida, and the economic and environmental indicators used in the New York State Cleaner Greener Communities program where we currently serve as grant program implementation contractor. We will match the needs of the types of eligible projects defined by the RESTORE Act and account for regional differences to create a customized set of evaluation criteria and metrics. Since projects will have to be compared with one another (or at least similar types of projects compared), a consistent set of metrics and evaluation criteria must be used across all 23 counties. There could be some merit to weighting certain criteria differently in each region, but the total maximum score must be the same for all projects across Florida's Gulf Coast.

During this program development, we will test the sensitivity of the criteria and weighting on outcomes with the use of a computerized interactive tool designed to rank projects based on varying test criteria before finalizing. The tool can be easily developed for this effort and will also allow the addition of new projects at a later date and inclusion of more evaluation criteria or less criteria, as desired by the Consortium (or Gulf Council).

Our project staff, notably Rebecca Flora, an E & E community and economic development specialist, have helped obtain grants and have executed projects funded with federal grant dollars. For example, Ms. Flora has extensive experience working with community and economic development funding programs at both state and federal levels. She has applied for and administered Community Development Block Grant (CDBG), transportation enhancement, and commerce funds under various federal programs over her 31-year career.

13. Return on Investment

A project's return on investment (ROI) will be a prime economic criterion for evaluating and comparing projects in the final stage of evaluation. ROI is defined as the gains from the project minus its cost divided by its cost and is expressed as a percentage. The higher the ROI, the more attractive is the project.

To calculate a project's economic ROI, we will identify the most valued project outputs through the public and Technical Advisory Group meetings and use this information to create a set of metrics for measuring project outputs, and to have project applicants provide output information using these metrics as part of their submissions. Such information will be used to identify and eliminate obviously inferior projects prior to conducting a full ROI analysis on the remainder.

The remaining projects would consist of those that have outputs that can be measured directly in monetary terms and those that do not produce outputs that are traded in markets. Tab D provides an explanation of the methods that we propose to calculate ROI on both these types of projects. Once the outputs of all projects are valued in monetary terms, dollars will be used to value project gains and projects will be ranked in terms of their ROI.

14. Collaborative Funding and Leveraging

As significant as the RESTORE Act funding is for implementing post-disaster restoration and recovery of the Gulf Coast, it opens the door to much greater opportunities, because the Act allows the use of the funds for matching other federal grants (as well as state and non-government funds). Given that state budgets and borrowing limits are typically the constraining factor on allocating state money for matching grant programs, RESTORE Act funds are essentially the missing key needed to open the door to a much deeper funding pool. If properly parlayed, there is a once-in-a-life-time opportunity to capitalize on these program synergies and translate them into long-term and lasting regional restoration and recovery

To date, $1 billion in civil and administrative penalties have been levied under the Clean Water Act, of which $800 million plus interest will flow to the Trust Fund. When the BP penalties are ultimately tallied, the final amount will likely total many more billions of dollars. The total fine paid by BP could be as much as $17.6 billion, of which 80%, or about $14 billion, would be deposited in the RESTORE Act Trust Fund.

Recent reports by the Environmental Law Institute (ELI), *Building Bridges – Connecting the Overlapping Goals, Resources and Institutions of Gulf of Mexico Restoration and Conservation (April 2014)* and *Funding Deepwater Horizon Restoration & Recovery: How Much, Going Where, For What* (May 2014), provides detailed guidance on how to effectively leverage RESTORE Act funds by using them as matching funds to gain access to other governmental and nongovernmental program funding.

Engaging Economic Development Expertise

E & E team members (e.g., E & E, the Balmoral Group, and the Haas Center) have experience working with Florida's Gulf Coast regional planning councils and economic development entities, Florida's Great Northwest, and the St. Petersburg Downtown Partnership. We plan to engage representatives from these and/or other economic development organizations in the Technical Advisory Groups (TAGs) and/or Policy Working Groups (PWGs) to ensure that we identify economic development needs and opportunities as part of our evaluation criteria development.

The *Building Bridges* report lists 42 federal programs that provide funding for which states and local governments are eligible. These include for wetlands and estuaries, harvested species habitat, coral reefs, beaches and dunes, protected species and places, coastal management, and water quality and quantity. Most of these programs have a minimum matching fund requirement of 25% to 50%. In addition, the Florida Department of Economic Opportunity website also provides a list of 59 funding sources (federal, state, and non-government) for projects and activities related to hazard mitigation and adaptation. E & E will work with the Consortium and its stakeholders to develop a clear inventory and understanding of funding sources and mechanisms that would be complementary to the Consortium's vision for the region and the SEP's method of achieving that vision.

Leveraging this collaborative funding begins with a plan development process that produces strategic and smart investment strategies that funding program decision-makers will support. Core elements of the planning process include:

- An exciting and innovative vision for the Gulf Coast region's restoration and advancement;
- Action oriented goals and measurable objectives;
- Consistent communication of the vision and goals by all regional stakeholders;
- Broad-based public understanding and support for the vision and goals;
- An implementation plan with far reaching and achievable strategies that will surpass program goals;
- Identifying and leveraging alternative funding resources for projects that are not selected for inclusion in the SEP; and
- Evaluation methods to measure progress and performance.

These plan elements will provide credibility to the program or projects and instill confidence with funders that their investment will garner high returns to the region.

Parlaying Federal Grants to Build Community Resilience

For the state of New York and with the aid of a $1.7 billion Community Development Block Grant for Disaster Recovery from HUD, E & E is leading the development of community reconstruction and resilience plans for five community groupings within central and northern regions of New York state. The program is assisting communities devastated by Superstorm Sandy, Hurricane Irene, and Tropical Storm Lee with the development of multi-year strategies and actions that will help shape the vision and path to resilience that is uniquely relevant to each community.

Several actions can be taken throughout the plan development process to position the Consortium and the SEP projects to leverage collaborative funding with others, in conjunction with the Consortium, Technical Advisory Group, and Policy Working Group:

- Ensure that a solid planning process is undertaken with widespread support that produces a credible SEP;
- Include evaluation criteria elements that recognize the added- value of projects achieving multiple cross-goal benefits;
- Evaluate the eligibility requirements of other significant funding sources to determine if other items should be added to the SEP screening for eligibility to broaden access to other funding sources;
- Identify state and federal programs with similar goals and utilize RESTORE Act to meet matching fund requirements;
- Identify NGO (e.g., NFWF, TNC) programs and resources that would complement Consortium Pot 3 funded projects; and
- Avoid funding projects that would duplicate or could be better funded with other sources.

As noted in our Key Strategies section above, we can help align projects that missed inclusion in the final initial SEP with other funding sources and assist applicants in making them competitive for alternative funding or the next round of Pot 3 funding. Projects that are screened out because of eligibility conditions may still be viable and fundable by other sources. From our experience helping other clients acquire grant funding, we can help identify the programs most likely to yield success and guide applicants in preparation of grant applications. Other projects may be well suited for Pot 3 funds, but did not rank high enough to be selected. With our insight and recommended strategies, these projects could be refined and resubmitted for funding in the next or subsequent stage.

Our experience with different funding options, knowledge of the RESTORE Act, and relationships with other funding agencies and organizations will help facilitate the preparation of the SEP with other funding sources and partners to stretch and leverage dollars to maximize benefits to the Florida Gulf region.

15. Public Engagement:

Because of the socioeconomic and ecological diversity of Florida's Gulf Coast, E & E proposes that the public involvement process be conducted in four sub-regions (see Figure E-1 under Tab E), so that public meetings, communications strategies, and needs assessment for projects are targeted in respect to this regional diversity. Each subregion will have an E & E Local Outreach Coordinator assigned who is located within and/or very familiar with the respective regional issues and interests, as further described in detail under Tab E. This approach to regional organization will facilitate effective and well attended meetings that are localized to focus on the topics of the highest concern to these sub-regions. Public input will help inform identification of existing plans and information gaps, establish protocols to ensure application of best available science, and guide development of the nominating guidelines and evaluation criteria that will be used for project identification, selection, and ranking. Public comment will also be considered prior to finalization of the SEP as per the RESTORE Act requirements.

To effectively engage stakeholders in a meaningful way, public involvement will be organized through tiers of stakeholder groups each serving a different purpose, and comprised of specific participants, while also using engagement methods customized to the group's purpose. This tiered public engagement strategy is depicted in Figure B-5 and further detailed in Tab E.

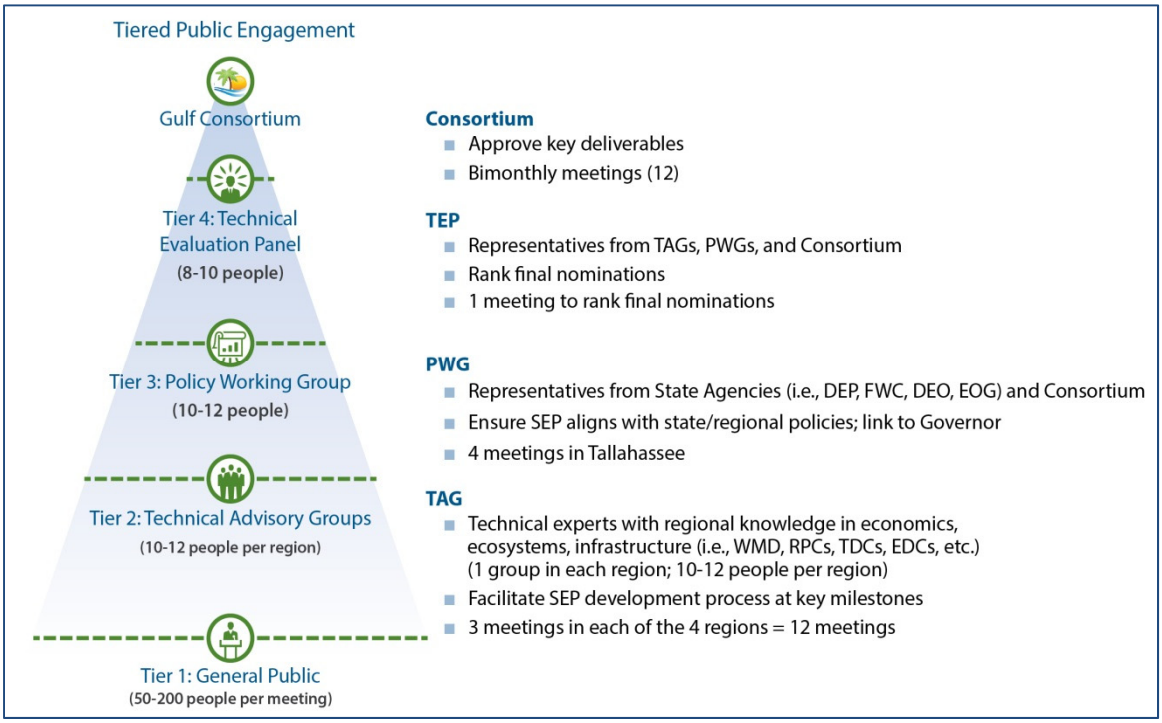


Figure B-5: TIERED PUBLIC ENGAGEMENT

16. Memorandum of Understanding

In order to address the RESTORE Act's requirements regarding the Consortium's role in preparing the State Expenditure Plan and the Governor's role in certifying the Plan , a Memorandum of Understanding (MOU) was entered into between the (Governor) and the Consortium on June 12, 2013. In general, the MOU requires the Consortium, in consultation with FDEP, to develop a standardized format to submit projects for consideration in the SEP that is consistent with the Florida Gulf of

Mexico Project Submittal Form published by FDEP. FDEP will coordinate input from other state agencies to provide input during development, as well as review and comment on the draft State Expenditure Plan. Opportunity for public comment will also be provided during this coordination phase. Following this step, the Consortium will adopt the State Expenditure Plan for submittal by the Governor to the Council. There is a stipulated 90-day period prior to the State Expenditure Plan being submitted to the Council that allows 30 days for Governor's review and 30 days for Consortium responses. It is also noted that parties to the MOU acknowledge that the MOU agreement may require periodic revisions to address inconsistencies with rules currently under development by the U.S. Treasury for the RESTORE Act.

Task 2 Deliverable:

- Draft State Expenditure Plan with recommendations

E & E's strategy for a quick and effective approval of the State Expenditure Plan by the Gulf Council, centers on a close and coordinated relationship with key FDEP and other state agency staff providing input to the Plan. E & E proposes to establish frequent routine meetings to discuss on-going SEP processes as they are developed, thereby creating a continuous review/approval process. Representative(s) from FDEP and other key agencies are also expected to be a member of the Policy Working Group that will be formed as part of the public involvement process. The Policy Working Group will meet 4 times at key milestone stages of plan development. Given that the U.S. Treasury rules are to be finalized soon (potentially in June 2014), any inconsistencies between the Plan and the final rules will need to be addressed before proceeding with SEP development. By following this strategy, it is our intent to avoid any potential slow-downs in the final reviews conducted by the Governor's office, just prior to submittal to the Council for approval.

B.3.3 Task 3: Draft State Expenditure Plan, Revision, Approval and Submission

The Draft State Expenditure Plan will serve as the foundational document that will guide future decisions and project approvals. Aspects of the plan will likely be updated in future years in response to changes in economic, work force, ecological and community conditions; however, this initial version of the Final SEP will provide the methodologies for evaluation and prioritization of projects, and establish the base conditions from which all Consortium-related RESTORE funds will be measured against to show success in the future. Our inclusive, technically rigorous and transparent process will reap the benefits of a smooth and effective approval process for this first plan and future ones.

As outlined in the timeline (Figure B-2), our proposed strategy is to present a Preliminary Draft Final SEP to the Technical Advisory Group, the Policy Working Group and in 12 locations for a third round of public meetings as described in Tab E. All comments will be considered and integrated into the Final Draft SEP, prior to presentation to the Consortium for comment. The presentation of the Final Draft SEP (Version 1) to the Consortium will be an open meeting with an opportunity for the public to also attend. Consortium comments will be integrated and the Final Draft SEP which will then be posted to the public project website for a 30-day public comment period. Public comments will be received through the on-line submittal process and at the end of the comment period. We will assemble a summary of all comments received. These comments will be sorted for consideration by the Consortium Executive Committee, who will be the final decision authority of any changes required prior to finalizing the Draft Final SEP. The Draft Final SEP (Version 2) will be brought back to the Consortium for approval. Once the Final Draft SEP is approved by the Consortium it will be submitted to the Governor for approval and then transmitted to the Council for consideration and approval.

Task 3 Deliverable:

- Revised Draft State Expenditure Plan submitted to the Council

We are recommending a fresh start to the nomination process; one that will build on previous efforts, be designed for efficiency and consistency, and is equitable for evaluation purposes. Our rationale for this approach is described in Tab B, Strategy, and is intended to:

- Focus time and resources on evaluation of projects that are most viable and directed for Consortium Pot 3 funding;
- Allow applicants to utilize and directly submit relevant information from their previous or new application;
- Include common attributes that facilitate equitable prescreening of projects for further evaluation and potential leveraging of other funding opportunities; and
- Facilitate an efficient and defensible review and selection of projects for inclusion in the Gulf Consortium State Expenditure Plan (SEP).

This project nomination process will guide the development and submission of quality project nominations and establish the framework for an equitable and defensible evaluation process. Success will be defined by the number of nominations that are complete, competitive, relevant, and easy to evaluate. This will be accomplished by the development of a SEP-specific nomination form and process that is:

- Easy for applicants to access, understand, and complete;
- Consistent in format for equitable comparison of projects benefits;
- Structured for efficient evaluation; and
- Electronically submitted, so that projects may be easily sorted, updated, tracked and linked to other funding systems.

Figure C-1 illustrates each step of the nomination process, which is further described below.

Figure C-1: PROJECT NOMINATION PROCESS

C.1 STEP 1: FINALIZE EVALUATION CRITERIA AND METRICS

E & E considers the project evaluation criteria and metrics a core component of the nomination guidelines and application submittal form. A prospective applicant should know clearly how his project will be reviewed and evaluated for success before taking the time and effort to apply. As such, we have included the development of the evaluation criteria as an element of the project nomination process described in this section. The evaluation criteria used to score projects will be derived from the existing conditions inventory and public and stakeholder input described in detail in the Public Involvement Plan (Tab E), along with our experience with similar programs and models. The second round of public and Technical Advisory Group (TAG) meetings will focus specifically on regional issues and needs identification and prioritization that will directly inform the evaluation criteria and weighting,

E & E has developed a wide array of project evaluation criteria from very simple qualitative measures to highly sophisticated, quantified metrics based on modeling results and scientific study. Given the potential number of projects nominated and time frame to evaluate and assemble the projects into the SEP, we recommend a more simplified approach that considers conformance with Gulf Consortium SEP goals, potential for success, feasibility of implementing and correction of problems, assessment of costs and associated benefits.

We do not need to start from scratch in the development of metrics and evaluation criteria and will draw on our experiences and efforts and those conducted by others, such as the metrics being developed by The Nature Conservancy to measure success of projects recommended for six (6) watersheds along Florida's Panhandle and Springs Coast regions, the set of environmental indicators considered by the Joint Florida Gulf National Estuary Programs (NEPs) for Florida's southwest coast, and the economic and environmental indicators presently used in the New York State "*Cleaner Greener Communities*"

program where E & E currently serves as grant program implementation contractor. We will match the needs of the types of eligible projects defined by the RESTORE Act, final Treasury and Gulf Council rules. We will review Gulf Consortium goals for SEP funds and account for regional differences defined by the Gulf Consortium to create a customized set of evaluation criteria and metrics. Since projects will have to be compared with one another (or at least similar types of projects compared), a consistent set of metrics and evaluation criteria must be used across all 23 counties. There could be some merit to weighting certain criteria differently in each region based on identified differences in issues and needs, but the total maximum score must be the same for all projects across Florida's Gulf Coast.

During this program development, we will test the sensitivity of the criteria and weighting on outcomes with the use of a computerized interactive tool designed to rank projects based on varying test criteria before finalizing. The tool can be easily developed for this effort and will also allow the addition of new projects at a later date and inclusion of more evaluation criteria or less criteria, as desired by the Consortium (or Gulf Council).

C.2 STEP 2: NOMINATION GUIDELINES

Nomination guidelines will be based on RESTORE Act requirements, Consortium goals, and the evaluation criteria and metrics that will be used to score projects during the evaluation process. The guidelines may include the following content areas:

- **Program Introduction:** This will include an overview of the Consortium and its role in the oversight of the program and relationship to the other RESTORE Act entities and requirements.
- **Funding Categories:** The RESTORE Act provides for funding of a variety of project types that may require categorization with alternative scoring approaches or weighting for each type, keeping in mind consistency and equity. Each category will require clear definition and objectives to inform any relevant weighting of the scoring criteria.
- **Alternative Funding Sources, Partnerships, and Leveraging:** The RESTORE Act and other state, federal, and local programs provide funding for similar types of projects with similar objectives as those nominated for consideration in the SEP. This section of the guidelines may reference an appendix with current alternative funding sources and their relationship, if any, to the Consortium Pot 3 funding. The applicant should identify which of the identified funding sources could be used as the primary funding for the project with Pot 3 funds to be used as matching funds.
- **Project Eligibility:** This section of the guidelines will provide detail on what types of projects are eligible based on RESTORE Act requirements. Specific examples and clarity regarding eligibility will reduce applicant frustration of submitting projects that are clearly not eligible and will ease the overall project screening and evaluation process.
- **Application Process:** This section will provide detail on the time frames for review and approval along with any unknown variables. It will also include a description of how the review will be conducted as well as expectations of the applicants and reviewers to provide understanding, transparency, and confidence in the process.
- **Selection Criteria:** The guidelines will provide specific definition of the scoring categories and evaluation, metrics to be applied for each. The portion of total points assigned to each category will express the weight of that category in the overall scoring. For example, if economic benefit is a scoring category, the amount of total score that will be applied to this category will be noted in the guidelines along with specific measures, such as jobs created or retained, that would be used to evaluate the application for this category. This is the most important component of the Nomination Guidelines and it will be the basis for the application form questions and eventual evaluation. If project types or categories are utilized, selection criteria will be broken out or weighted by category.
- **Case Examples:** to provide further guidance, hypothetical case examples will be provided to add clarity to the types of projects that may or may not be considered as eligible and competitive.

C.3 STEP 3: NOMINATION FORM AND ON-LINE SUBMITTAL DEVELOPMENT

Once the nomination guidelines, including evaluation criteria, are developed and approved by the Consortium, a submittal form will be developed. The nomination submittal form will be an on-line questionnaire that requests the project information needed for project screening and evaluation based on the guidelines and scoring criteria, by project category (if required).

To ensure that those that have previously provided project nominations to the FDEP Portal, TNC, NEP or other RESTORE and Deepwater Horizon funding opportunities and programs in Florida have an opportunity to submit projects for consideration in the Gulf Consortium's SEP, we will secure contact information (email addresses) and notify them of the

on-line submittal system described below. Information from these previously submitted projects will need to be inserted into the new form by the applicants to ensure thorough, up-to-date project information and accuracy to fairly compare and compete with newly proposed projects for Consortium funding. As stated earlier, this new process will ensure consistent and complete project information that will facilitate an equitable and comprehensive review process.

This on-line submittal system will be designed to allow project sorting and screening as may be required to aggregate and assess areas such as geographic distribution of project submissions, total dollars requested, other funding sources committed or expected, project types, and other areas that may assist in overall program and project assessment. The on-line submittal forms will be part of a broader on-line project platform that will serve multiple aspects of the program now and in the future once projects are approved. The new on-line nomination form and process to submit projects for Gulf Consortium consideration will be well advertised and promoted throughout the public engagement process (Tab E) and with our many and diverse Consortium partners as described below.

In accordance with the Gulf of Mexico University Research Collaborative's (GOMURC's) recommended actions for promoting coordinated, science-based restoration (GOMURC 2013), for science-based project proposals, the form would require information and references needed to assess the scientific basis of the project. The E & E team has a good relationship with the Florida Gulf coast scientific community and especially the RESTORE Act-recognized Florida Center of Excellence, the Florida Institute of Oceanography, and its many member academic and scientific institutions. These can be called upon, if necessary, to ensure certain projects are science based in their approach, implementation and anticipated benefits. In addition, the Haas Center at the University of West Florida is a key member of E & E's team, added during the BAFO stage, to provide expertise in considering and validating the use of sound economic basis or methodology of projects proposed with the objective of creating economic benefits.

C.4 STEP 4: RELEASE OF THE PROJECT NOMINATION SOLICITATION

Once the nomination solicitation is released, applicants will be invited to directly complete on-line applications for their nominated project. The call for project nominations will include four key areas of activity for the 60-day period from the time of nomination solicitation release through the submission deadline.

1. **Public announcements:** as with the public outreach and involvement process, local and state media outlets will be utilized to post notices of the solicitation release in accordance with state and any relevant federal public notice requirements. The media notice will be issued on the day the nomination opens and again at the mid-way point to ensure full coverage.
2. **Direct outreach to stakeholder networks:** the individual Consortium Directors, along with the TAGs, will serve as additional outreach outlets to targeted audiences. Arrangements will be made in advance to utilize existing organization mailing lists and distribution methods to further expand the reach of the solicitation.
3. **Webinar instructional review of nomination submittal form and process:** a presentation will be developed that serves as a step-by-step on-line instructional manual for the completion of the project application. The information will also be available within the submittal form and question instructions. However, a live webinar will provide an opportunity for prospective applicants to review each element of the submittal and, through an on-line chat function, post questions that may assist with any clarification. All questions and answers will be publicly posted for other project applicants to consider. The webinar will also be recorded and available on-line for reference by anyone that is unable to attend during the scheduled time.
4. **Customer Service:** all aspects of the nomination development and release process are intended to ensure clarity, simplicity, and inclusiveness in the nomination process. Customer service will be a top priority made available to applicants through a dedicated email address that will be serviced by E & E team members. While the E & E customer service team will be there to support applicants, they will not help the applicant prepare the submittal or provide any information beyond instructions and guidelines for completing the submittal form.

These activities will generate broad-based awareness of the solicitation, foster quality submittals through enhanced applicant understanding, and ensure customer satisfaction with the overall application experience.

C.5 STEP 5: NOMINATION UPDATES AND TRACKING SYSTEM

All project applicants will have the opportunity to modify their submission up through the deadline. Following the submission deadline, no further updates may be made by the applicant. The E & E team will have sole, third-party access to the system for any project status updates and verification. This third-party approach to making modifications to submitted project nomination forms will avoid any potential for conflict of interest or public distrust. All E & E team members are trained in business ethical behavior and will sign project specific non-disclosure and conflict-of-interest forms to avoid any real or perceived conflicts.

For any projects that receive other RESTORE-related funding following application submission, applicants will be required to notify the E & E program administrator of a project change in status through the dedicated email address which will provide automated confirmation of receipt. Notification of a change to project status—especially in outside funding (including other RESTORE funds), technical approach and other partnerships—will be the responsibility of the applicant. This responsibility will be clearly described and must be accepted by the applicant as part of the submission process. As project status change notifications are received, the E & E team will add this information to the project submission as an addendum at any stage during the evaluation process. This is particularly important, as the Treasury rules clearly state that RESTORE funds from one pot cannot be leveraged for RESTORE funds from another pot for a given project. The system will be designed to allow for a summary of all addendums, allowing easy review of any project status change, such as new funding, that may impact the evaluation.

The project nomination process described above is based on the E & E team's extensive experience working with public funded grant programs where the highest level of ethics, transparency, and fairness must be applied to the process. E & E will act as the objective, third-party entity that will maintain the highest standard of best practices and ethics in the project nomination process and in the evaluation process that is described under Tab D.

D. PROJECT EVALUATION PROCESS

The State Expenditure Plan (SEP) must include a validated group of best-in-class projects that will meet all RESTORE Act eligibility requirements and provide maximum benefit to the Florida Gulf Coast Region. A well-designed and constructed project nomination process, as defined in Tab C, sets the stage for quality projects entering the evaluation process as defined herein. E & E recognizes the need for a consistent and documentable peer-review process to evaluate and rank projects for the development of the SEP. The process needs to be transparent to the public and utilize best available science while meeting the overall goals and objectives of the RESTORE Act and those of the Gulf Consortium; for that reason the Technical Advisory Groups and Technical Evaluation Panels will participate and provide input on key steps. The Florida Center of Excellence also will tactically provide input for specific topics to ensure the best available science is utilized. Our proposed evaluation process includes four stages that each result in further narrowing of projects to be evaluated:

- Stage 1: Project Eligibility and Consistency Screening
- Stage 2: Project Feasibility Assessment
- Stage 3: Project Evaluation and Ranking
- Stage 4: Final Project Analysis

Each stage in the evaluation process is summarized in Figure D-1 and described further in the subsections below.

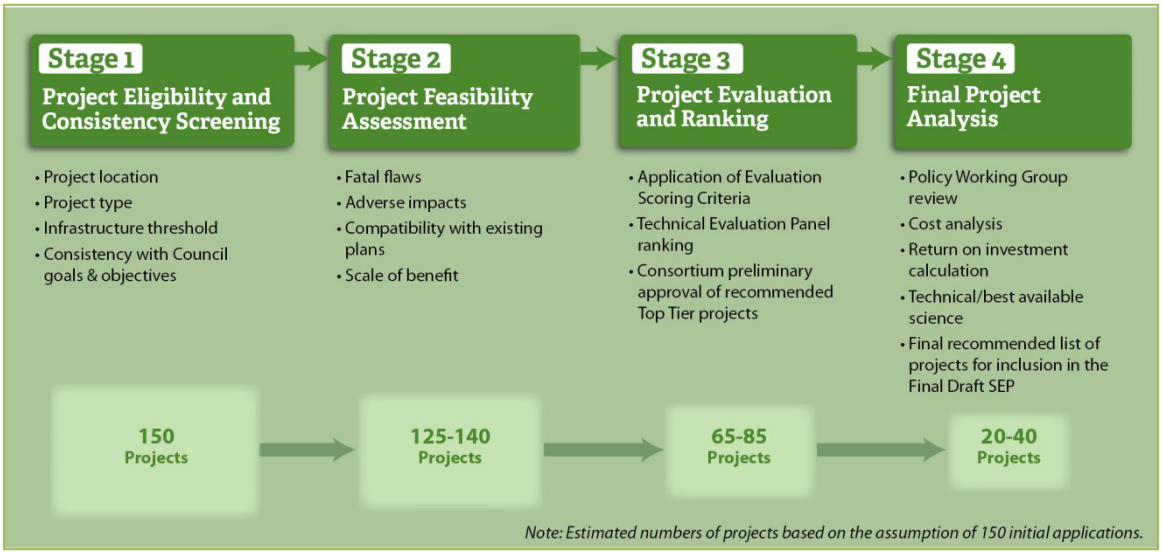
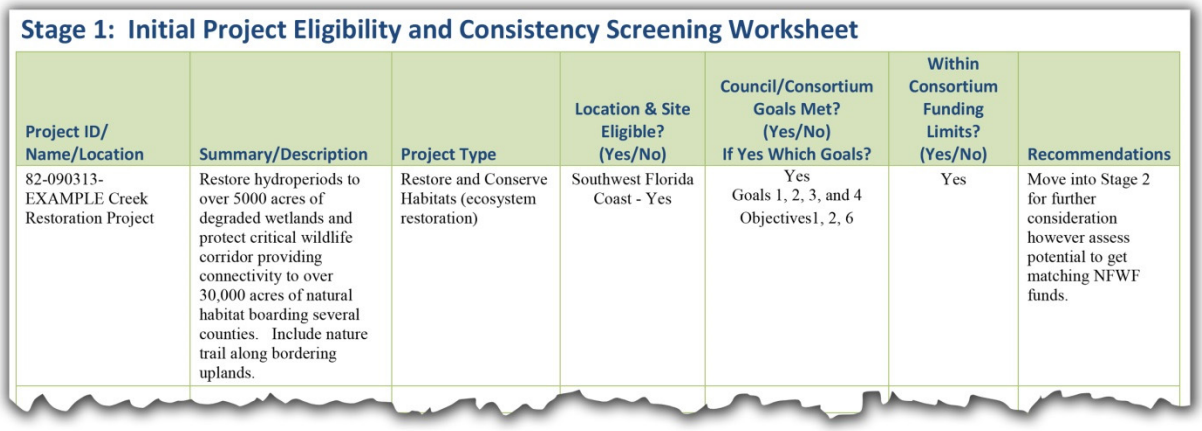


Figure D-1: PROJECT EVALUATION PROCESS

Figures D-2 through D-4 show *representative* worksheets with the general types of information that will be considered in each stage of the evaluation process. The fields (columns) in these figures are indicative of the project factors to be considered or criteria to be evaluated, but are not to be taken as either definitive or final: the stakeholder process described in Tab E will generate the actual evaluation factors/criterion. While the E & E team has provided preliminary categories of project criterion for each of the proposed evaluation stages based on its understanding and appreciation for which factors contribute to efficiency in project screening and evaluation, the Technical Advisory Groups and the Consortium may opt to re-align select attributes and apply them to stages other than as presented here. Representative worksheet Figures D-2 through D-4 are intended then to document that the E & E team has clearly defined a phased and structured approach to project evaluation and has identified likely, but preliminary, parameters for review. These worksheets will be filled out at each step of the evaluation process and posted online. All scoring and ranking will be clearly shown.

Recommendations for projects moving forward will be included as well as measures needed to improve the chances of unsuccessful applications to gain approval in the next funding cycle or from alternative funding sources.



Stage 1: Initial Project Eligibility and Consistency Screening Worksheet

Project ID/ Name/Location	Summary/Description	Project Type	Location & Site Eligible? (Yes/No)	Council/Consortium Goals Met? (Yes/No) If Yes Which Goals?	Within Consortium Funding Limits? (Yes/No)	Recommendations
82-090313- EXAMPLE Creek Restoration Project	Restore hydroperiods to over 5000 acres of degraded wetlands and protect critical wildlife corridor providing connectivity to over 30,000 acres of natural habitat boarding several counties. Include nature trail along bordering uplands.	Restore and Conserve Habitats (ecosystem restoration)	Southwest Florida Coast - Yes	Yes Goals 1, 2, 3, and 4 Objectives1, 2, 6	Yes	Move into Stage 2 for further consideration however assess potential to get matching NFWF funds.

Figure D-2: EXAMPLE STAGE 1 SCREENING WORKSHEET

Stage 3: Project Evaluation Metrics for Individual Projects Worksheet

	Description	Score (0-10)	Weighting (0 to 1)	Weighted Score
	Restore and Conserve Habitat			
1	Restoration of Degraded Wetlands			
2	Etc.			
3				
4				
	Restore Water Quality			
1	Reduction of Pollutant Loads			
2	Etc.			
3				
4				
	Replenish and Protect Living Coastal and Marine Resources			
1	Increase in fisheries			
2	Etc.			
3				
4				
	Enhance Community Resilience			
1	Reduction in coastal flooding			
2	Etc.			
3				
4				
	Restore and Revitalize the Gulf Economy			
1	Number of jobs created			
2	Etc.			
3				
4				

Figure D-4: EXAMPLE STAGE 3 PROJECT EVALUATION WORKSHEET

Stage 2: Project Feasibility Assessment Worksheet

Project ID/ Name	Summary/Description	Geographic Region	Fatal Flaws: Yes[1] (Explanation)/ No	Feasibility Probability of Success (Only for Projects without Fatal Flaw): Consistency with State, Regional or Local Plans	Addresses Root Cause of Challenge	Compliance with Environmental Regulations and Regulatory Approvals	Achievable Benefits	Implementable	Accountability/ Measurable Results	Risk and Uncertainties	Total Probability Success Score/ Ranking	Recommendations
82-090313-EXAMPLE Creek Restoration Project - SW	Restore hydroperiods to over 5000 acres of degraded wetlands and protect critical wildlife corridor providing connectivity to over 30,000 acres of natural habitat boarding several counties. Include nature trail along bordering uplands.	Southwest	No	Yes with SWFWMD Environmental Restoration Plan Score - 10	Yes Score - 8	Yes Score - 10	Yes Score - 8	Yes Score - 8	Yes 1 Acres of wetlands restored 2 Acres of habitat connectivity 3 Acres of Snail Kite Habitat Improved Score - 10	Increases in water table could impact adjacent farming lands and flood protection under certain conditions without changes in operational protocols Score -6	Score -60 Ranking -14 (top 25%)	Advance project to Stage 3. Confirm the potential of NFWF funding or County POT RESTORE funds

Stage 3: Project Evaluation Ranking Score Worksheet

Project ID & Name	Project Summary/Description	Project Type	Geographic Region	Evaluation Ranking: Evaluation Metrics Score	Regional Priority	Project Type Priority	Leveraging Funds	Subjective Assessment	Ranking	Recommendations
82-090313-EXAMPLE Creek Restoration Project - SW	Restore hydroperiods to over 5000 acres of degraded wetlands and protect critical wildlife corridor providing connectivity to over 30,000 acres of natural habitat boarding several counties. Include nature trail along bordering uplands.	Restore and Conserve Habitats (ecosystem restoration)	Southwest	85	High	High	Fair	Only project in region that addresses critical habitat for Snail Kite. Strong local support	Rank 12th based on metric score and consideration of priorities and leveraging of funds	

Stage 4: Final Project Analysis Worksheet

Project ID & Name	Project Summary/ Description	Project Type	Geographic Region	Cost: Admin	Cost: Capital	Cost: O&M	Monetized Benefits	ROI	Addresses Issue	Utilizes Best Available Science	Regional Compatibility & Synergies with Other Projects	Project Stakeholder Priority	Confirmation of Ability to Leverage Funds	Stage 3 Score/ Ranking	Other Logistical, Technical, Environmental and/or Economic Considerations	Final Ranking
82-090313-EXAMPLE Creek Restoration Project - SW	Restore hydroperiods to over 5000 acres of degraded wetlands and protect critical wildlife corridor providing connectivity to over 30,000 acres of natural habitat boarding several counties. Include nature trail along bordering uplands.	Restore and Conserve Habitats (ecosystem restoration)	Southwest	$250K	$12.2M	100K/yr 30 yrs	$25 M	61.8%	Yes – loss of wetlands and T/E species habitat	Yes	Yes. Efforts being conducted by TNC on adjacent lands to expand wildlife corridors. May eliminate flooding concerns to agricultural interests	Highest	Yes. High Potential for NFWF funding for exotic control/O&M	Score – 157 Ranking -12	Able to implement quickly. Permits already obtained.	TBD

Figure D-3: EXAMPLE WORKSHEETS FOR STAGES 2, 3 AND 4

As described in Tab B, Strategy for Plan Development, we are assuming that the initial funds in the Gulf Coast Restoration Trust Fund to be allocated in the first year or two are likely to be limited to those provided by the TransOcean settlement, which will yield about $36 to $48 million to Pot 3 for the first round of Consortium-funded projects. This estimated amount is likely to fund approximately 20-40 projects initially, depending on project size and exact funding levels. For this reason, the nomination guidelines and evaluation criteria may include specified priority project categories and/or upper funding limits to ensure a measured and diverse set of projects are contained in the initial SEP.

We recommend that the SEP be approached with the assumption there will be multiple funding rounds and future SEP updates or versions, similar to the Comprehensive Plan approach being taken by the Gulf Council. Therefore, applicants of projects that are not ranked in the top tier projects in this first evaluation process may have an opportunity to strengthen their applications and resubmit them in a future round of funding availability.

Based on multiple funding rounds, our evaluation process assumes that a total of 150 projects will be submitted in the first round of project nominations. This assumption is based on our review and understanding of the 1,045 projects submitted to the FDEP RESTORE Act portal. Of the projects on the current FDEP list, approximately 10% are duplicates, 50% are suitable for Pot 1, and more than 20% (236 projects) were submitted by the Florida Gulf NEPs for submission to the Gulf Council for Pot 2 consideration. The remaining 150 project submissions will go through the four stages of evaluation described below, resulting in eliminating non-viable projects and then grouping projects into tiers based on effectiveness/meeting goals and objectives. We are assuming the highest tier of feasible projects (approximately 30 projects, or about 20% of the original number) will go through the most detailed review and will receive the most consideration for funding in the initial round. This assumption is being used for the purposes of determining the size and scale of the evaluation process and for estimating costs. Figure D-1 also reflects the assumed number of projects that would remain after each stage of evaluation; however, the exact number may vary.

D.1 STAGE 1 – PROJECT ELIGIBILITY AND CONSISTENCY SCREENING

All project submissions will undergo an initial screening by the E & E team for completeness and eligibility. The nomination guidelines and on-line submission form (described in Tab C) along with community outreach through the public involvement process will provide clarity on program requirements to increase the likelihood of eligible applications. However, every submission will still require manual review for completeness and consistency with eligibility requirements. As noted above, to develop our proposed cost and estimate level of effort, we have assumed there will a total of 150 initial project submissions.

Any projects that are deemed ineligible will be notified early on and provided with guidance on potential alternative sources of funds, if appropriate.

During this preliminary stage of screening we will assess the project location and the type of project and check against the requirements in the RESTORE Act. As all of Florida is considered within the "coastal zone" according to the federal CZMA and implementing Florida statutes (Chapter 380, F.S., Part II, Coastal Planning and Management), projects considered in the SEP will include those nominated in the 23 affected coastal counties that make up the Consortium, or those proposed elsewhere that would positively affect the environment or economic interests in those counties.

For the Consortium, projects that meet the location criteria and are focused on the Florida coast will be viewed as location eligible and then reviewed for "project type eligibility." Project applicants will self-select the type of RESTORE Act eligible activity they best represent (using primary and secondary categories). This self-categorization of projects will also be reviewed and validated during the Stage 1, Project Eligibility and Consistency Screening process. In accordance with the RESTORE Act, the types of eligible projects include:

- Restoration and protection of the natural resources, ecosystems, fisheries, marine and wildlife habitats, beaches, and coastal wetlands of the Gulf Coast region.
- Mitigation of damage to fish, wildlife, and natural resources.

- Implementation of a federally approved marine, coastal, or comprehensive conservation management plan, including fisheries monitoring.
- Workforce development and job creation.
- Improvements to or on State parks located in coastal areas affected by the Deepwater Horizon oil spill.
- Infrastructure projects benefitting the economy or ecosystem resources, including port infrastructure.
- Coastal flood protection and related infrastructure.
- Planning assistance.
- Administrative costs of complying with the RESTORE Act.
- Promotion of tourism in the Gulf Coast region, including recreational fishing.
- Promotion of the consumption of seafood harvested from the Gulf Coast region.

The on-line application system will allow us to easily sort and manually review on-line applications to validate project location and compliance with location criteria; and the project type and compliance with project type. A project must meet both criteria to be eligible for further consideration. A summary report of applications and critical data fields, such as eligibility, will be produced and posted for public viewing upon completion of this initial eligibility screening and validation. Figure D-2 reflects high-level yes/no questions that are needed to determine that projects meet eligibility requirements and are consistent with the RESTORE Act, Treasury Rules, and any additional criteria established by the Consortium. Recommendations for moving a project forward into the next stage will be included as well as reasons why a project was eliminated for further consideration and any recommendations for modifications or alternative funding sources.

Stage 1 – Project Eligibility and Consistency Screening Outcomes:

- RESTORE Act-eligible projects identified
- Eligible projects tested for level of consistency with Council Goals and Objectives
- Projects sorted by confirmed project type categories
- Summary report of eligible projects publicly posted

Participants: E & E team

Consistency with the Goals and Objectives of the Gulf Coast Ecosystem Council's Comprehensive Plan (Council Plan) is another filter that will be applied during the first stage of eligibility screening. Only RESTORE Act eligible projects identified above will be screened for consistency. We anticipate including in the project on-line application and data base a field that identifies what goals and objectives would potentially be met by each of the eligible projects. It is assumed that if a project is RESTORE Act eligible, it would meet at least some of the Gulf Council's Goals and Objectives which are outlined in the following box. Therefore, this exercise is intended to validate and identify those that have the potential of meeting multiple goals or objectives.

Only projects that clearly fall within the ineligible category will be eliminated at this stage in the process. Based on previous experience with similar funding programs it is anticipated that approximately 10% of submitted projects will be eliminated during this stage of the screening process: thus approximately 135 projects will move forward to Stage 2 using our base assumption of 150 original applicants.

D.2 STAGE 2 – PROJECT FEASIBILITY ASSESSMENT

This stage of the process will be undertaken by multi-disciplinary E & E technical teams. The Technical Advisory Groups will also be consulted during this stage for verification, fact checking, and other insights on specific project applications.

Project feasibility will be assessed in two steps: first, projects will be reviewed for fatal flaws; second, projects will be placed in tiers of probable success and level of impact based on various indicators drawn from the evaluation criteria and program goals. Based on our work in the Great Lakes, the Everglades and Chesapeake Bay areas, we have a number of ideas on how to quickly screen and assess success and impacts. This assessment of project feasibility will rely heavily on information provided by project applicants, which emphasizes the need for complete and accurate information requested in the submittal form. An upfront investment of time in preparing clear evaluation criteria and submission forms will pay off at this stage, yielding well written and complete submissions that can be efficiently reviewed and tested for feasibility. Submission information provided by applicants along with E & E team technical and regional knowledge will be used to establish the

The projects must show consistency with the following goals and objectives from the Initial Comprehensive Plan.

Goals:

- **Restore and Conserve Habitat.** Restore and conserve the health, diversity, and resilience of key coastal, estuarine, and marine habitats.
- **Restore Water Quality.** Restore and protect water quality of the Gulf Coast region's fresh, estuarine, and marine waters.
- **Replenish and Protect Living Coastal and Marine Resources.** Restore and protect healthy, diverse, and sustainable living coastal and marine resources.
- **Enhance Community Resilience.** Build upon and sustain communities with capacity to adapt to short- and long-term changes.
- **Restore and Revitalize the Gulf Economy.** Enhance the sustainability and resiliency of the Gulf economy.

Objectives:

- **Restore, Enhance, and Protect Habitats.** Restore, enhance and protect the extent, functionality, resiliency, and sustainability of coastal, freshwater, estuarine, wildlife, and marine habitats.
- **Restore, Improve, and Protect Water Quality.** Restore, improve, and protect the Gulf Coast region's fresh, estuarine, and marine water resources by reducing or treating nutrient and pollutant loading; and improving the management of freshwater flows, discharges to and withdrawals from critical systems.
- **Protect and Restore Living Coastal and Marine Resources.** Restore and protect healthy, diverse, and sustainable living coastal and marine resources including finfish, shellfish, birds, mammals, reptiles, coral, and deep benthic communities.
- **Restore and Enhance Natural Processes and Shorelines.** Restore and enhance ecosystem resilience, sustainability, and natural defenses through the restoration of natural coastal, estuarine, and riverine processes, and/or the restoration of natural shorelines.
- **Promote Community Resilience.** Build and sustain Gulf Coast communities' capacity to adapt to short- and long-term natural and man-made hazards, particularly increased flood risks associated with sea-level rise and environmental stressors. Promote ecosystem restoration that enhances community resilience through the re-establishment of non-structural, natural buffers against storms and flooding.
- **Promote Natural Resource Stewardship and Environmental Education.** Promote and enhance natural resource stewardship through environmental education efforts that include formal and informal educational opportunities, professional development and training, communication, and actions for all ages.

feasibility of projects and determine the projects that will advance to Stage 3 evaluation. Figure D-3 documents the factors used to assess and score projects based on their likelihood of addressing root causes of problems, ability to achieve measureable benefits, and ability to be implemented. Essentially this is a high-level feasibility analysis.

Projects with fatal flaws such as those noted below will be eliminated and reasons will be documented on the worksheets:

- Does not address regional/sub-regional issues/needs (does not meet purpose of Pot 3 Funds);
- Lack of problem definition/project need;
- Significant opposition to project without commensurate support;
- Major unresolved permitting/regulatory issues;
- Limited scientific, engineering or economic viability;
- Incompatible with local or regional plans; or
- Potential for significant adverse impacts not offset by project benefits.

Per the Gulf Council's Initial Comprehensive Plan, projects/programs/activities must not cause a significant adverse impact on other proposed RESTORE efforts. We are very adept at determining environmental, social and economic impacts based on our extensive experience assessing environmental impacts for compliance with NEPA and numerous feasibility studies.

Once projects with fatal flaws and unacceptable impacts are eliminated, we will assess the general feasibility/probability of success of the remaining projects. Projects will be tested against science plans developed by the Gulf Council, Gulf of Mexico Research Collaborative (GOMURC), the Southwest Florida NEPs, The Nature Conservancy, or other Gulf restoration organizations to guide restoration planning, implementation, and evaluation to ensure the application of best available science. Projects will also be checked for consistency with all adopted state, regional or local plans including economic development plans. Currently we envision the use of a qualitative matrix that will help identify those projects that

address problems and achieve measurable benefits better than others. This is similar to some scientific or other grant programs that our staff has been involved with over the years. If the success of a project is dependent upon another project, it will be linked accordingly. Projects will then be placed into initial tiers based on their feasibility/probability of success and potential associated benefits.

Stage 2 – Project Feasibility Assessment Outcomes:

- Feasibility assessment matrix
- Recommended top level list of projects based on completed feasibility assessment

Participants: E & E technical team experts in consultation with Technical Advisory Group members; Consortium Manager/Consortium for final review of top-level project list.

While we could do a more rigorous analysis on all the projects that make it through Stage 1 and the fatal flaw screening in Stage 2, we have interjected a simple initial tier system to identify the highest potential projects and only taking the best group of projects into the next phase of evaluation. This keeps our costs down and enables focus on the most viable projects. The placement of projects in initial tiers will be based on a subjective assessment that is informed by technical knowledge and submission information about a project's ability to meet goals and objectives, scale of benefits, technical and regulatory feasibility, etc. All project tier placements will be vetted by E & E technical review teams and reviewed with the Consortium Manager prior to advancement of top level projects to Stage 3 evaluation. Based on similar screenings of other funding initiatives for multiple projects, we anticipate that approximately 50% of 150 original applications will move forward to Stage 3.

D.3 STAGE 3 – PROJECT NOMINATION EVALUATION AND RANKING

All work up to this point will be based on well-documented and defensible filters and critical assessment that is conducted by the E & E team in consultation with the Technical Advisory Group members and Consortium staff, as required and vetted with the Consortium. Efforts in Stage 3 will be to develop a list of top-tier projects that meet all requirements and demonstrate a base score that is consistent with RESTORE Act, Council, State of Florida and Consortium requirements and goals. Stage 3 begins with all projects on a level playing field in that all are quality and competitive projects in their own standing.

The goal in Stage 3 of the evaluation process is to bring forward the projects with the highest potential for success and impact to the Consortium for preliminary approval for inclusion in the SEP. This will be done through the direct use of the scoring criteria defined in the nomination guidelines and submission form. Following the recommendation of GOMURC's report on promoting best available science, we will utilize a peer review panel for project evaluation. A balanced and informed Technical Evaluation Panel of 8 to10 people that includes representatives from each regional Technical Advisory Group, the Policy Working Group, and Consortium, as described in Tab E, will be utilized at this stage to provide project review and scoring. This process will require significant preparation and may require 2- to 3 days for meetings with the Technical Evaluation Panel depending on the number and complexity of applications remaining at this stage.

To support the Technical Evaluation Panel ranking process, the E & E technical team will develop a narrative summary of each of the Stage 3 projects with the associated feasibility assessment, create an overview presentation for each, and serve as a technical resource. E & E facilitators will ensure the meetings run efficiently and in accordance with previously agreed upon guidelines and agenda. E & E will also document the evaluation and scoring process utilizing the approved evaluation criteria as the framework. Additionally, E & E will provide aggregated data and mapping of all Stage 3 projects based on project types, features, and location, as needed to meet to evaluation criteria. For example, if a large portion of projects are of a certain type or in a specific location, the nomination guidelines and evaluation criteria may specify upper funding limits for priority project types to ensure a diverse set of projects and locations move forward in the SEP. E & E will assist with this aspect of the Technical Evaluation Panel assessment by updating the aggregated data on projects as they move through the Stage 3 evaluation process.

Figure D-4 provides a draft template of an evaluation scoring worksheet that reflects the types of criteria that may be considered. The actual evaluation criteria and weighting of criteria will be developed with input from the regional Technical Advisory Groups and approved by the Consortium early in the project application process. Clear definition of the metrics and

basis for scoring each metric is critical to consistency in scoring. Once each project is scored (typically a subjective score based on professional judgment and backed by data), the scores will be rolled up into an overall worksheet (see example Figure D-3). Projects can be sorted and ranked by project type, geographic region, evaluation metric score, regional priority, or project type priority. While scores will be developed in this stage that will aid in ranking projects, there are subjective considerations such as the availability of funds, ability to implement quickly, or strong public support that will also impact which projects make the list of top tier projects. **Also it is important at this stage to identify those projects that are leveraging funds from other sources to maximize project benefits and stretch Consortium funds.** This information will be factored into the calculation of return on investment (ROI) for the Consortium.

Stage 3 – Project Evaluation and Ranking Outcomes:

- Individual project summaries and presentations
- Aggregated Stage 3 project data and mapping
- TEP scoring grid based on the approved evaluation criteria
- TEP recommended Top-Tier project list and ranking
- Consortium presentation for preliminary approval

Participants: E & E technical reviewers and facilitators, Technical Evaluation Panel, Consortium.

Following Technical Evaluation Panel ranking of projects, E & E will prepare a summary and present the Technical Evaluation Panel recommendation to the Consortium for preliminary approval. To limit the effort needed for detailed evaluation, we propose that the top 30 projects (20% for the original applicants) be carried forward into Stage 4, however the final number will be dictated by the Consortium. All projects and Technical Evaluation Panel scoring will be posted on the program's website to promote transparency. Any projects that are not recommended for approval or not scoring high enough in this current funding round will be individually notified and **the E & E team will be available for review of project scores and debriefing with project applicants to advise them on ways to improve their application or identify potential alternative sources of funding. Any projects deemed Pot 3 eligible but not receiving the highest TEP ranking can be considered for future funding rounds and potentially listed in the SEP for future reference.**

D.4 STAGE 4 – FINAL PROJECT ANALYSIS

Stage 3 produces a top tier of projects that are eligible for funding, have been determined to be technically feasible, are implementable (e.g., can be permitted), exhibit a high probability of success, and fulfill a wide range of stakeholder-affirmed criteria to categorize relative strength or importance. Stage 4 includes detailed fiscal assessments of the projects that are passed to this level of evaluation so that funding recommendations can be made in the context of preparing the State Expenditure Plan.

For purposes of budgeting, we have assumed that 30 projects will make it to this more rigorous stage of evaluation. While much of the focus of Stage 4 is on the costs, benefits and returns on investment, the E & E team proposes supplemental assessment of the technical or economic aspects of the projects to verify that the project addresses the root cause of the problem based on best available science, provides regional synergies and/or maximizes funding sources in an efficient and effective manner. While there will be supporting details from the applicants and from our review, the information will be summarized in a worksheet such as the example provided in Figure D-4, which lists some of the factors considered in more detail at this stage of evaluation.

Since much of the raw information needed will be provided by the applicants, we will establish a template and develop a unified methodology in the project nomination process to track which types of natural resource and economic benefits apply to each project and for which a ROI can be calculated. Not all projects may require all types of analysis. For example, select projects may be planning oriented or seek to conduct basic research, and not lend themselves directly to a ROI analysis. However, it is expected that all projects, programs and activities being proposed will include an estimate of costs.

Project Return on Investment (ROI)

ROI is a key tool for decision-makers to ensure effective use of financial resources and requires a thorough evaluation of a project's anticipated costs and benefits. The E & E team will assess the environmental, economic and social costs and benefits associated with each top tier project. Project costs will ordinarily include current estimates for all project components

including land, engineering and design, permitting, construction, operations and maintenance, and other related administrative costs (staff support) for the indicated life of the project or period of analysis. Project benefits will include the streams of revenues, resources and the market and non-market services generated by the project over time, as well as any potential salvage value. In summary, all costs and benefits will be expressed as monetary values.

Early in the project evaluation process, the E & E team will work with the Technical Advisory Groups to identify the universe of project attributes that contribute to value (environmental, economic and social) which can be monetized for the purposes of cost benefit and ROI analysis. These attributes will be linked to the project evaluation metrics used in Stage 3. We anticipate using input from the Technical Advisory Group members and an iterative process to ensure that applicable attributes are included in the assessment. The E & E team members have successfully and efficiently used this approach on other projects to narrow the focus of review for more than 300 alternative water supply capital projects and supporting programs for Tampa Bay Water and to prioritize more than 100 stormwater management projects for Orange County. Table D-2 describes how different projects (even of the same type, such as projects "A" and "B") may have different attributes to be considered.

Table D-2: EXAMPLE ATTRIBUTE ASSIGNMENT TABLE

General Attribute to be Evaluated	Environmental Restoration Project A	Environmental Restoration Project B	Economic Development Project C	Research Project D	Recreational Project E	Public Education Project F
Habitat Conserved	●	●			●	
Water Quality Improved		●	●			
Marine, Estuarine Resources Enhanced		●		●		
Economy Revitalized		●	●	●	●	
Community Resilience Enhanced	●		●		●	●

In summary, different categories of projects, such as new capital investment, retrofits, planning studies, economic development, public access, education, etc., will feature unique sets of attributes to be evaluated and quantified. Metrics may include environmental outcomes (e.g., acres of seagrass beds or reduction of pollutant loads), economic outcomes (e.g., employment or local tax revenues), and social outcomes (e.g., recreational values or aesthetic values).

We propose to review the breakdown of all provided project costs and assess their reasonableness. For design elements, the complexity of the design will be considered and the design costs will be compared to accepted fee curves based on a percentage of construction costs. For construction costs, we will review costs of similar projects, complexity of construction, and spot comparisons with applicable unit rates provided by industry accepted construction publication such as RSMeans (Reed Construction Data) and reflect local markets. The source of the unit rates and the experience of the entity who prepared the cost estimate will also be considered. All applicable operations and maintenance costs will also be reviewed. Following our review of costs, we will prepare a summary table for use in the SEP that lists the costs of each eligible project/program/activity and we will provide backup with all details as appropriate in an Appendix.

For project benefits, dollar values will be assigned to all applicable attributes and associated metrics, and will be derived primarily from literature, industry research, and recent professional applications. Economic outputs (employment, household and business income) will be quantified. To the extent available, output from regional economic models (e.g., IMPLAN) will be incorporated. Environmental outputs may include market values (e.g., increased yields of harvestable fish) and non-market values (e.g., avoided costs of nutrient removal based on best available technology). Restoration projects would reflect service-years in the calculation of benefits. Social outputs may be measured by willingness to pay for recreation or to maintain a population of a listed species. Assignment of dollar values will be done as well for metrics associated with any projects as having hidden environmental or social costs and impacts. The value of any such non-market environmental or

social impacts will be captured as part of project costs. To the extent necessary, social and environmental costs and benefits will be evaluated using calibrated benefits transfer techniques. All project costs and benefits will be annualized and all future costs and benefits discounted consistent with engineering and economics practice and standards to ensure that net benefits or benefit cost ratios may be meaningfully compared.

Where applicable, the probabilities of expected costs or benefits (supported by appropriate data) will be incorporated into the analysis. For example, in a recent study of coastal management options for the New South Wales Office of Environment and Heritage, E & E team members used the site-specific probabilities of coastal erosion from current engineering studies to refine the values of protected properties, local tax and utility revenues, and direct contributions to the local economy. The cost-benefit analysis framework for that study permitted review of alternative degrees of coastal risk, with the numbers of affected parcels and associated impacts to the local economy updated accordingly. Net benefits (total benefits less total costs) and benefit: cost (B/C) ratios were used to indicate the financial feasibility of particular alternatives.

Cost-Benefit analysis indicates whether and to what extent project total benefits outweigh total costs, and is most frequently applied to projects of the same type, i.e., which design alternative among several provides the greatest returns. The analysis compares the total expected costs of an alternative against the total expected benefits. The ratio (expressed as a number) may be used to build a business case.

In contrast, ROI is a widely used financial measure expressed as a percentage and reflects how effective investments are. ROI may be readily applied to a variety of prospective projects and not necessarily to alternatives or design options of a single project. The ROI is defined as the net monetary gain from the project (total gain minus its cost) divided by the project cost and indicates to the decision-maker how much of an investment one can expect to receive as a benefit. ROI is commonly used as an indicator of programmatic performance, where a positive value indicates that benefits outweigh costs and should be considered and larger positive values are more attractive than smaller ones. ROI can be used to compare similar type of projects or can be used to compare different types of projects as long as the benefits can be monetized. From the perspective of the Consortium, ROI will be calculated to determine the relative impact of RESTORE dollars (and thereby measure the outcome of its investment), while the net benefits calculation would reflect all sources of funding (i.e., local match and other private investment).

The three measures—net benefits, benefit: cost ratios, and ROI—all depend on the application of a rational, thorough, and consistent approach to quantifying the environmental, economic, and social benefits that may attach to the proposed projects in Stage 4. While reviewed projects could be ranked directly by their net benefits (an absolute measure) or by the B/C ratio or ROI (relative measures), the E & E team proposes to incorporate these financial indicators into the remaining analysis of RESTORE policy considerations within Stage 4 to provide a holistic view of the relative merits among the top tier proposals. The conceptual framework is described by Figure D-4.

Stage 4 – Final Project Analysis Outcomes:

- Project Cost Summary Table
- ROI value for each project that meets minimum output metrics
- Identification of project discriminating factors
- Best available science assessment for each relevant project that also shows a high ROI
- Final recommended list of highest and best Top-Tier projects for Consortium approval

Participants: E & E team; Florida Center of Excellence identified scientists; Consortium for approval

Additional Project Discriminating Factors Analysis

Additional analysis will be conducted on the top tier projects to verify that the projects will effectively address the root causes of the problem and/or provide the benefits as claimed. This may require review of water quality data, model results or more detailed economic analysis provided by the applicant or other sources. Confirming synergies with other projects may require additional assessment of existing or future conditions not provided by the applicants and/or a more detailed review of regional plans. Other logistical, technical, environmental or economic considerations such as the timing of project costs and benefits, risks associated with implementing the project, uncertainty of funding from other sources and ease of construction, may need to be reviewed in greater detail. Based on input from the public meetings, we will be able to

gain insights on project priorities and identify if there are any project-specific concerns that need to be reviewed in more detail.

The additional analysis is not an exhaustive effort but will be sufficient to verify the merits of the project and will rely on best available science where applicable. Under the RESTORE Act, best available science is defined as science that:

- Maximizes the quality, objectivity, and integrity of information, including statistical information;
- Uses peer-reviewed and publicly available data; and
- Clearly documents and communicates risks and uncertainties in the scientific basis for such projects.

In reviewing projects during Stage 4, we will apply these principles as well as the short-term actions for implementing best available science as recommended by GOMURC in its report, *Gulf Restoration Science Workshop: Actions to Promote Coordinated, Science-based Restoration*. As referenced in Tab E, Public Involvement, Florida Center of Excellence will be used as a tactical resource; whereby, leading researchers and scientists will be called upon for peer review of specific aspects of Stage 4 applications. E & E will work with GOMURC in advance of the Stage 4 analysis to establish an efficient method for tapping specific expertise, depending on project types and issues. This peer review will ensure that these projects:

- Adhere to and are consistent with science plans developed by the Gulf Council, GOMURC, and other Gulf restoration organizations, such as The Nature Conservancy and The Ocean Conservancy;
- Use available and proven tools, models, methodologies, and protocols for Gulf ecosystem restoration;
- Establish coordination mechanisms that encourage communications and collaborations among relevant restoration science organizations;
- Apply proven quantitative monitoring metrics to measure success;
- Communicate the risk and uncertainties in the scientific basis of the project; and
- Provide science-based adaptive management options during implementation and monitoring.

E & E and its team members have conducted detailed analyses and technical reviews of environmental restoration efforts, economic development initiatives, and infrastructure projects for previous projects. For example, E & E conducted a $600K study that won a planning award to evaluate various techniques and specific projects for cumulatively implementing up to 300 MGD of wastewater reuse in south Florida. For the SFWMD we conducted a $5M study to identify and evaluate ecosystem restoration, water quality enhancement, water supply, and flood protection measures for implementation over a 700 square-mile watershed. These analyses involved extensive data collection, modeling, engineering and ecological analysis, economic evaluations and cost benefit analysis. As a result we understand what is required to evaluate a broad array of related projects and the application of various tools to support that effort. Also we are able to rely on lessons learned of how to avoid costly and time consuming analysis that provide limited return on the effort.

At the end of Stage 4 analysis, the Consortium will be briefed by E & E on any findings that may require elimination of any projects from the SEP. The team will present information to the consortium on the relative strength of projects and will either facilitate the consortium selection of projects to be funding in the first round or will develop a ranking for approval by the consortium. Prior to finalizing the list of projects, a review will be conducted to ensure consistency with Treasury Rules regarding the amount of money being requested for grant funding from Pot 3. While infrastructure projects can be greater than 25%, grants can only be issued for up to 25%. Thus if the collective amount of grant requests are more than 25% in any one funding cycle (or collectively for all funding cycles), then some infrastructure projects will have to be moved into a subsequent funding cycle or eliminated.

Project summaries of the top tier of projects will be prepared and included in the SEP; however all projects that made it through Stage 2 will be listed with basic information provided.

SUMMARY

The proposed project evaluation process as described above represents a systematic and transparent approach to assess projects and identify the most viable ones for implementation. This process also considers synergies with other projects, leveraging of funds, and ability to prioritize economic, environmental or other project types based on regional needs. Stakeholder and general public input is gathered throughout the process and the Consortium will have final input at each

stage of the effort. The results and progress will be documented at each step and summarized in worksheets and easy to understand graphics that are made publically available via the project website and at public meetings. Figure D-5 summarizes the role of the E & E team and how the advisory groups will the used at each step of the process. The advisory groups will consist of a diverse cross section of technical and regional experts in economic, environmental, engineering, socioeconomic, and policy matters. Further information on the makeup of the advisory groups can be found in TAB E. While each individual will provide specific input on their areas of expertise, they will also work collectively with the other advisory members to ensure there is collaboration and consideration of the linkage between the different type of projects, such as economic development and ecosystem restoration. This ensures a holistic consideration of the merits of the projects and potentially differing viewpoints.

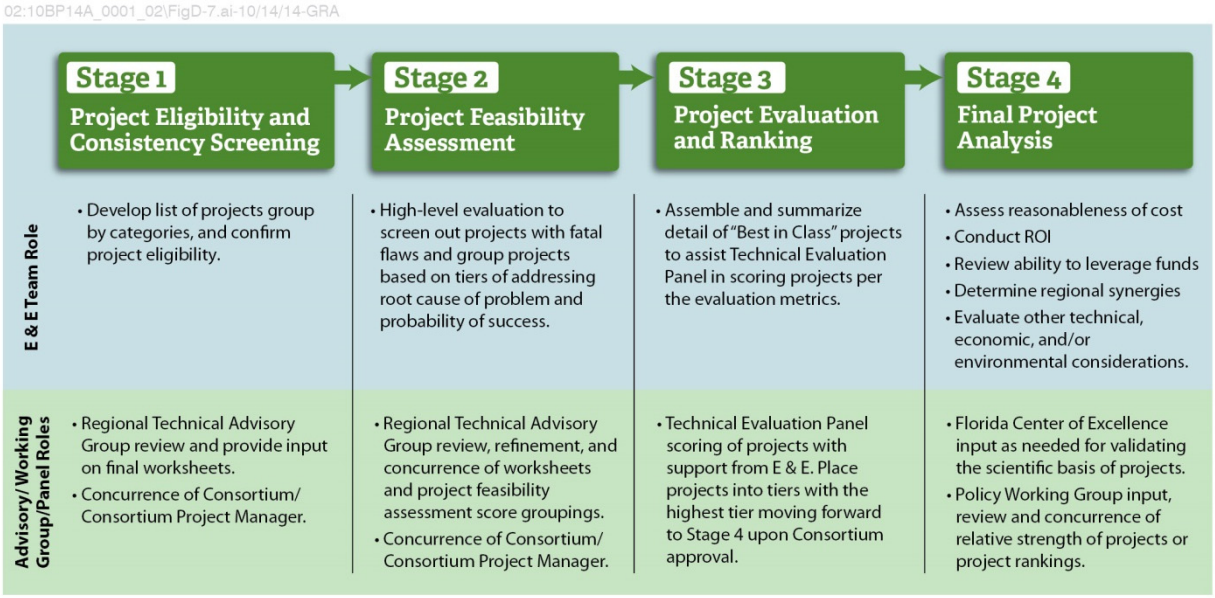


Figure D-5: ROLES AND RESPONSIBILITIES DURING THEPROJECT EVALUATION PROCESS

E. PUBLIC INVOLVEMENT PLAN

The impact of the Deepwater Horizon Oil spill was felt deeply within the local economies, communities and natural systems of the Florida Gulf Coast where the people live, work and play. It is imperative that the people of the Florida Gulf Coast be fully engaged in the development of the State Expenditure Plan (SEP), not just because it is required by RESTORE Act, but because it is the right thing to do. The residents and businesses in this region have experienced direct loss and their local knowledge, expertise, and ideas will greatly enhance the plan development process.

While the Florida Gulf Coast shares a common coast line, the diversity of this 23-county region is vast and the types and extent of impacts, interests and needs vary greatly by community. The expanse of this geographic area is over 5,000 miles in tidal shoreline length; from the Alabama state line at the western border of Escambia County to the U.S. southernmost point at Key West in Monroe County. The total population of these impacted areas is 5.9 million, which ranges from a low of 14,000 residents in rural counties like Jefferson to a high of 1.2 million residents in more urban counties like Hillsborough. Tourism is a major economic driver in all these communities, attracting millions of visitors annually to enjoy their natural and built amenities. The ecosystems are also extremely diverse, including near shore oyster and coral reefs, submerged sea grass beds and coastal marsh, mangrove shorelines, sandy beaches, and spring- and river-fed estuaries. Economic interests are also diverse, from small fishing communities like Panacea and Steinhatchee in the Big Bend to major ports and tourism destinations like Tampa, Panama City, Pensacola, and Key West. All socioeconomic, geographic, and natural systems add up to create a very dynamic and complex range of constituents and interests. E & E's public involvement plan will embrace this diversity and provide opportunity for all interested parties to participate in a regionally organized planning process.

Florida has historically addressed better understanding and management of its diverse and complex resources by dividing it up into more manageable regions. Whether for natural resource—like water, land and wildlife—or for community and economic development needs, state-wide planning and management programs have generally taken a regional rather than a "one-size fits all" approach. For this reason, we have applied this regional approach to the Gulf Consortium public involvement and entire planning effort.

E.1 REGIONAL ORGANIZATION AND COORDINATION

While the Gulf Consortium and others have held many public meetings on the RESTORE Act program as well as project and funding opportunities throughout the state, no comprehensive public engagement process has been held specifically for development of the SEP as envisioned by the Act and Gulf Council. Because of the socioeconomic and ecological diversity of Florida's Gulf Coast, described above, E & E proposes that the public involvement process that will inform the Florida Gulf Consortium's SEP be grouped into four (4) sub-regions so that public meetings, forums, communications strategies, and needs assessment for projects best reflect this regional diversity. Each sub-region will have an E & E Local Outreach Coordinator assigned who is located within and/or very familiar with the respective regional issues and interests, as further described under Tab B. This approach to regional organization will facilitate effective and well attended meetings that are localized to focus on the topics of the highest concern to these regions. Public input will help inform identification of existing plans and information gaps, establish protocols to ensure application of best available science, and guide development of the nominating guidelines and evaluation criteria that will be used for project identification, selection, and ranking.

Public comment will also be considered prior to finalization of the SEP as per the RESTORE Act requirements. The regional structure that E & E is proposing for the public involvement process and public meeting locations is shown in Figure E-1 and Table E-1. Population centers within each region were chosen for public meeting locations due to their ability to attract attendance and reflect major watersheds and regional issues of interest. All meetings will be in public facilities that are central and accessible.

Table E-1: PROPOSED LOCATIONS FOR PUBLIC MEETINGS

Panhandle	Big Bend	Southwest Florida	South Florida
Pensacola	Perry	Tampa/St. Petersburg	Naples
Panama City	Steinhatchee	Sarasota	Key Largo/Islamorada
Apalachicola	Cedar Key	Charlotte Harbor	Key West/Marathon

Figure E-1: E & E REGIONAL PUBLIC OUTREACH ORGANIZATION

E.2 TIERS OF PUBLIC INVOLVEMENT

The public involvement plan is also organized through tiers of engagement with each layer designed for different purposes and utilizing different types of engagement methods and participants, as summarized in Table E-2 below and depicted in Figure E-2.

Table E-2: STRATEGY FOR PUBLIC INVOLVEMENT

Geographic Coverage	Purpose	Participant Types	No. of Participants	Meeting Types	No. of Meetings
Tier 1: General Public					
3 centralized meeting locations in each of the 4 sub-regions	Solicit public input at key stages in the SEP development	General Public	50-200 people attending each meeting	Open public input forums	12 meetings for each of 3 rounds of input at key stages = 36 meetings
Tier 2: Technical Advisory Groups (TAG)					
4 sub-regions of the Florida Gulf Coast	Provide technical expertise and regional knowledge	Technical experts in key areas defined by Gulf Council goals and state and Consortium objectives	10-12 people for each TAG x 4 regions = 40-50 people	Working meetings to guide key stages of SEP development	3 meetings per region = 12 meetings

Table E-2: STRATEGY FOR PUBLIC INVOLVEMENT

Geographic Coverage	Purpose	Participant Types	No. of Participants	Meeting Types	No. of Meetings
Tier 3: Policy Working Group (PWG)					
State-wide with emphasis on Florida Gulf Coast plans and policies	Provide policy guidance and ensure alignment with Florida regional and state plans	Staff and officials from Florida State agencies and other key policy advisors	10-12 people	Working meetings for review and comment on specific issues in plan development.	4 meetings
Tier 4:Technial Evaluation Panel (TEP)					
Florida Gulf Coast Counties and state-wide policy interests	Review, rank and recommend project list for preliminary Consortium approval	Representatives from each TAG, the PWG, and the Consortium	8-10 people	Working meeting for Stage 3 evaluation and ranking nominations	1 meeting lasting 3 days
Tier 5: Florida Gulf Consortium (Consortium)					
Florida Gulf Coast Counties	Meet requirements of RESTORE Act and develop and administer SEP	County government and Governor's office appointees	23 County government representatives and 6 Governor appointees	Working and approval meetings open to the public	1 meeting every 2 months = 12 meetings

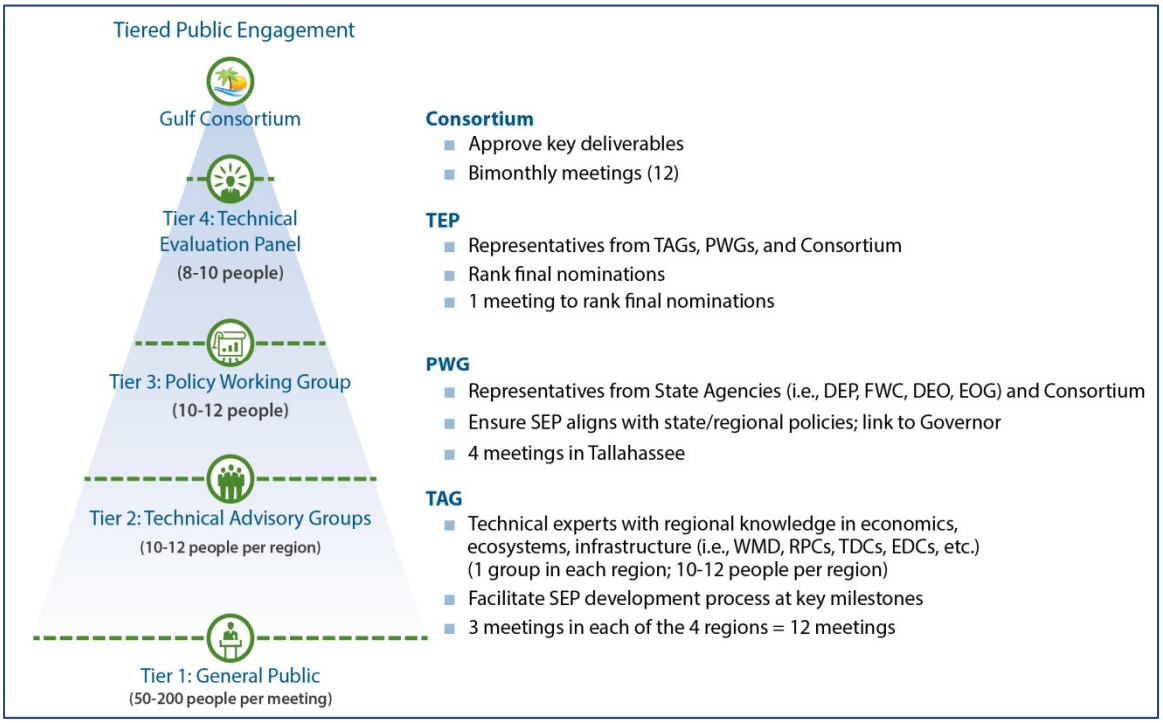


Figure E-2: TIERED PUBLIC ENGAGEMENT

Tier 1: General Public. The largest level of public involvement will include the general public who will provide input at three key stages in SEP development:

- Existing information reviews and gap analysis,
- Prioritization of needs and interests, and
- Draft Final SEP.

Three rounds of open public meetings will be held in 12 locations along the Florida Gulf Coast as noted in Figure E-1 for a total of 36 meetings. While some people may attend all three meetings, as many as 1,000-3,000 persons could be engaged in this tier of the public involvement process. The purpose for each round of meetings will be well defined and communicated and ample public notice given in advance of each public meeting. Each meeting will be facilitated and documented by the E & E team with all meeting outcomes publicly posted on the project web site.

The meetings will include a presentation along with breakout groups for working sessions and may use an audience response system where appropriate to gain input on each stage of the plan development as summarized below:

- Round 1 Meetings:
  —Present approved Draft Initial SEP with approach and timeline
  —Facilitate input on the existing information reviews and gap analysis
- Round 2 Meetings:
  —Present existing conditions and understanding of the regional issues and needs related to RESTORE Act goals
  —Facilitate prioritization of needs and interests for criteria weighting
- Round 3 Meetings:
  —Present the Preliminary Draft Final SEP and solicit comment prior to finalization

These meetings may be further leveraged through partnerships with non-profits and local government agencies who are interested in using this opportunity to educate the public about other programs available for RESTORE Act-related projects. Either through table-top exhibits, pre- or post- meeting one-on-one counseling sessions, or breakout sessions with topic specific speakers, these meetings could provide multiple benefits in each locale. This type of partner participation would ensure that all good projects find a path toward needed resources early on in the process. More details on this approach are provided in the Leveraging Resources section of this proposal (Tab H).

Tier 2: Technical Advisory Groups (TAG). TAGs will be formed in each of the four sub-regions to provide relevant technical expertise and informed insight during E & E-facilitated working sessions. These individuals will be reputable, regionally recognized experts who are knowledgeable in at least one of the following four topical areas in a particular region:

- Tourism, recreational fishing and seafood marketing,
- Economic and workforce development,
- Infrastructure, and
- Ecosystem restoration, mitigation and protection.

Selection of TAG members will follow the general approach used by The Nature Conservancy for watershed restoration planning meetings in the Panhandle and Big Bend and by the Joint Florida Gulf National Estuary Programs (NEPs) for their Southwest Florida Regional Ecosystem Restoration planning process. Members of key stakeholder groups, including federal, state, county, regional organizations—such as Water Management Districts (WMDs), Regional Planning Councils (RPCs), Economic Development Councils (EDCs), Regional Work Force Boards (RWFBs), Tourism Development Councils (TDCs) and NEPs—as well as non-government and/or government or academic institutions and other stakeholder groups, may be considered as potential TAG members and/or consulted to identify other qualified candidates in each region on particular topics.

Meetings will be facilitated and documented by E & E facilitators assigned to each TAG. E & E will conduct working meetings with the TAG for each sub-region well in advance of each public meeting to seek input and guidance at each key stage of SEP development. A total of three (3) rounds of meetings are expected for a total of 12 meetings. Each round of meetings will directly align with the topics identified for the public meeting. The purpose of each round of meetings is described below:

- **Round 1 Meetings:** prior to Round 1 of General Public Meetings
  —Present approved Draft Initial SEP and timeline
  —Facilitate input on the existing information reviews and gaps
- **Round 2 Meetings:** prior to Round 2 of General Public Meetings
  —Validate existing information reviews & gap analysis summary
  —Facilitate discussion and input on the draft evaluation categories for project types and evaluation criteria
- **Round 3 Meetings:** prior to Round 3 of General Public Meetings
  —Facilitate input on the Preliminary Draft Final SEP

Ten to 12 persons would serve on each of the four TAGs for a total of 40-50 persons directly engaged with Tier 2 of the public involvement process. In addition to the three official TAG meetings for sub-region, the TAG members will also informally serve as a resource pool of persons with expertise and knowledge from each sub-region who will be consulted by E & E team members regarding existing plans, programs and projects pertinent to SEP development. Sub-region-specific topics, interests, needs and questions will also be addressed through engagement of TAG members throughout the process. All meeting outcomes will be publicly posted on the project web site.

Tier 3: Policy Working Group (PWG). The Policy Working Group would primarily consist of key state agency staff and Consortium representatives familiar and involved with directly related existing state, regional and federal programs as well as RESTORE Act and other Deepwater Horizon funded programs. This single group of 10-12 persons would meet in Tallahassee in advance of completion of key milestone documents to provide input on program and plan development as it progresses. This group will be instrumental in ensuring the SEP aligns with State and regional policies and provide communication linkage to the Governor's Office for eventual review and approval of the plan. The PWG will meet four times through the planning process. Three of these meetings will be in alignment with each round of public and TAG meetings. A fourth meeting will occur prior to the stage four evaluation of the top tier projects (see TEP below) to draw additional insights from the PWG as part of the final analysis that will be conducted by E & E.

Tier 4: Technical Evaluation Panel (TEP). The TEP would consist of a representative from each of the four TAGs and 3-4 representatives from the PWG and the Consortium. This group of 8-10 people would reflect an objective and balanced team of well-respected leaders with State, Gulf, and regionally-based knowledge. The TEP will only meet once to provide Stage 3 review and ranking of the final set of nominations (see Figure B-2). A three-day meeting is anticipated to provide ample time for presentation of process and projects, discussion and ranking of all finalist applications. The outcome will be a final list of recommended projects for Consortium consideration and preliminary approval prior to detailed analytical analysis provided in Stage 4 of the evaluation as described in Tab D.

Tier 5: Florida Gulf Coast Consortium (Consortium). The Consortium includes representatives (Directors) from all 23 Gulf Coast counties and six (6) non-voting governor appointees who provide overall governance of the planning process and approval of key milestone deliverables and the final SEP, prior to submitting for the Governor's and Council's approval. The Consortium will continue to meet every two months during the plan development process. Consortium meetings are open to the public, providing an additional opportunity for public information and input. As listed below and shown on Figure B-2, the Consortium will approve each key stage of SEP development including:

- Application for Planning Grant development approach and timeline
- Existing Regional Conditions and Gaps,
- Nomination Guidelines including the Evaluation Criteria,
- Preliminary approval of Top Tier ranked projects prior to Stage 4 analysis,
- Preliminary approval of the Draft SEP, and
- Draft SEP.

The E & E team will be responsible for preparing materials and making presentations to the Consortium for items that require approval. All materials presented to the Consortium will also be made available to the public.

E.3 BEST AVAILABLE SCIENCE

The public involvement process will provide many opportunities for the science community to be engaged through open public meetings and direct participation in the TAGs. To further ensure that the "best available science" is taken seriously and applied consistently throughout the SEP development, we will actively engage the Gulf of Mexico University Research Collaborative (GOMURC) and its members as an ongoing resource for specific areas of focus where deeper, science-based expertise is required.

Due to the multiple science areas that may be required, a more tactical approach is recommended rather than assuming any one science advisory body, of a manageable size, could possibly cover all areas of pioneering and applied research. We have previously met GOMURC and Florida Institute of Oceanography leadership -Florida's identified Center of Excellence and member Florida institutions and (i.e., UWF, FSU, UF, USF, and others) that we would work with to establish an efficient process for identifying and engaging key researchers and experts, for advisory and peer review purposes, based on project types and issues to be addressed. This resource will be particularly valuable during the establishment of evaluation metrics and the Stage 4 evaluation analysis (described in Tab D), along with other aspects of the SEP development and science-based issues that may arise.

Dr. Rick Harper and his colleagues with the Haas Center for Business Research and Economic Development at the University of West Florida have been added to the E & E team to deepen our expertise in regional economic development issues and project benefits.

E.4 COMMUNICATIONS AND LEVERAGING TECHNOLOGY

The public involvement process will rely heavily on previous efforts by the Consortium, state, individual counties and others (i.e., TNC and NEPs) to address public interests and issues on RESTORE Act programs and projects as well as the face-to-face meeting opportunities described above. Additionally, E & E has successfully applied an array of technology-based tools to enhance the public involvement process. For example, public leanings or opinions are often more easily discerned through polling technology applied during a public meeting. This approach works well in large groups with limited time, or in arenas where only a few people dominate the discussion. The audience response, polling technology system is interactive, anonymous, and immediate to quickly draw conclusions about the sense of the people in the room on a particular issue. This allows the facilitation team to quickly discern areas of consensus and focus in on areas with the greatest variation in need of further discussion or information. The results of polls can also discern if the public involvement process is meeting the public's needs and/or expectations and provide invaluable information to implement changes to future meetings to better meet the needs of stakeholders. Our proposal does not include costs for use of polling technology, but if the Consortium is interested in using electronic polling, we can provide costs at such time.

A range of social media platforms would also be discussed with the Consortium to discern interest and scale of the work space and communications tools that may be most beneficial to the program. These platforms greatly extend the public engagement reach and numbers by connecting with those who are either not inclined or physically unable to attend a public meeting. We have utilized basic methods such as web-based SharePoint sites to more sophisticated tools such as MindMixer. Each platform has benefits and disadvantages depending on the program goals. We recommend a minimum of a SharePoint-type site with a private side for team discussions and sharing of draft materials and a public side for web-type access for public postings, informational bulletins, and public comments. Tools such as MindMixer allow for more active, two-way engagement by participants rather than the "post-only" approaches. Webinars with call-in numbers can also be utilized to provide information to and receive input from a wide range of citizens interested in various aspects of the program. Additionally, both private and public websites provide a practical and cost effective means to easily access a variety of metrics (i.e., number of meetings held, comments received, historical website visits, number of stakeholders attending meetings, electronic record of information disseminated/made available, number of nomination forms submitted, etc.). These metrics validate a robust public involvement program, lend credibility and proof of transparency, and are crucial components to the overall success of the SEP development process.

Our public communications strategy will include preparation and dissemination of media bulletins and regular updates to the program web site, including linkages to other government and non-government websites with similar and relevant

information. The communications strategy will be developed in tandem with the Consortium and the Governor's office and agencies to ensure an inclusive and transparent public process, utilizing existing public and private media outlets. This will include all aspects of the program; particularly public meetings, nomination, evaluation and selection of projects for consideration in the Consortium's SEP.

E & E's graphic specialists have the media capability and expertise to effectively communicate complex technical concepts, to both laymen and scientists. Our graphics department is experienced in preparing a variety of publications in multiple mediums and will work closely with the Florida Gulf Consortium, our public involvement specialists, and key technical staff to design high-quality public involvement materials to convey technical information in easy to understand language. Since the information prepared for public involvement purposes is often taken by stakeholders from meetings for further distribution, it is imperative that what we produce is highly professional, accurate, and readily understandable.

F.1 QUALIFICATIONS SUMMARY FOR E & E

Since 1970, Ecology and Environment, Inc., (E & E) is committed to implementing projects to help restore the Gulf Coast in a sustainable and responsible manner. We have been at the forefront of linking environmental sustainability and economic development for the restoration of the Gulf Coast, Florida watersheds, and water quality projects worldwide. We are ready to apply our diverse and directly relevant experiences and capabilities to support the Gulf Consortium in restoring, protecting and revitalizing the Florida Gulf Coast. We appreciate the opportunity to present our qualifications and approach to the Consortium in August and this best and final offer.

E & E has invested a significant amount of staff time over the last three years to understand RESTORE Act, follow the development of the Treasury Rules, review and comment on the Council's Initial Comprehensive Plan, and meet with stakeholders across the state. We have attended every Gulf Consortium meeting since 2012 and met with the Consortium Manager and individual Directors to provide input early in the process. Throughout this ITN process, we have continued to develop and refine our approach to managing the SEP process and in doing so, added the following key staff/team members:

- The Haas Center and Office of Economic Development & Engagement (OEDE) of the University of West Florida has been added as a team member to bolster our team's expertise in assessing the economic development and job creation potential of proposed projects. Dr. Rick Harper, a senior economist with the Haas Center and Executive Director of the OEDE, is a widely recognized expert on Florida coastal economy and served on Governor Jeb Bush's Council of Economic Advisors and more recently as the economic advisor to the Florida Senate.

Keys to Success

- Implementation of a well thought out approach led by a firm with a solid reputation, long-standing presence in Florida and direct relevant experience.
- Application of local, state, national and international experiences and lessons learned to avoid potential pitfalls and successfully navigate the planning process.
- Program management staff located in Tallahassee, available to work side by side with the Consortium management team.
- Use of Florida-based multidisciplinary scientific and engineering staff with skills in hazard mitigation, community resilience and sustainability, economic and infrastructure development, and ecosystem restoration.
- Reliance on our solid understanding of RESTORE Act and relationships with Consortium members, Gulf Council, Florida Department of Environmental Protection (FDEP), and other stakeholders to facilitate development of an approvable plan.
- Utilization of a proven public outreach capabilities and facilitation efforts to foster input and development of consensus.

- Eric "Rick" Harter is a strategic new hire at E & E. He is an expert in coastal restoration and living shoreline development and will bring to our team recent, relevant experience in securing and managing grants, leading project implementation, and technically advising on coastal plantings.

As requested in the BAFO, the following text includes only new information. Exhibit F-11 and F-12 are example projects that demonstrate Haas Center's experience in economic development. All project examples (Exhibits F-1 through F-10) provided in our original submittal remain unchanged and can be provided again if requested.

a. Name, Location and Brief Description:

EXHIBIT F-11: DEEPWATER HORIZON OIL SPILL RECOVERY ACT (OSRA) PROGRAM

Location: Northwest Florida (Escambia, Santa Rosa, Okaloosa, Walton, Bay, Gulf, Franklin and Wakulla counties)
Brief Description: A 3-year/$30 million taxpayer-funded Oil Spill Recovery Act (OSRA) program

b. Nature of the Firm's Responsibility:

The University of West Florida (UWF) Haas Center and Office of Economic Development & Engagement (OEDE) has accumulated vast work experience that is relevant to the current project. For its part, OEDE is concluding a 3-year/$30 million taxpayer-funded Oil Spill Recovery Act (OSRA) program that was made available to the 8 coastal counties of Northwest Florida that were disproportionately affected by the 2010 Deepwater Horizon oil spill.

The net effect of the OSRA program, which officially ended on June 30, 2014, is expected to be in excess of 9,000 net new, sustainable, high-wage, private-sector jobs and more than $170 million in net new capital investment in the region.

Eight Northwest Florida Coastal Counties: *The net effect of the OSRA program, which officially ended on June 30, 2014, is expected to be in excess of 9,000 net new, sustainable, high-wage, private-sector jobs and more than $170 million in net new capital investment in the region.*

OEDE personnel fostered and coordinated economic development activities that promote research and development, commercialization of research, economic diversification, and job creation throughout the oil spill-affected region.

This process included drafting the OSRA implementation plan; collaborating with for-profit and not-for-profit enterprises, educational entities, economic development organizations, state and local elected officials, and relevant state agencies; and negotiating terms and conditions of performance-based contracts with OSRA program funding recipients. The program office and associated university support units have undergone both state and university audits, which were concluded with zero (0) findings.

c. Agency/Client Name, Address, and Phone/e-mail:
Florida Department of Economic Opportunity
Cissy Proctor – Director, Strategic Business Development
107 East Madison Street
Caldwell Building
Tallahassee, FL 32399-4120
850.544.5930

d. Project Completion Date:
June 2014

e. Fee Received:
$1,500,000

f. Web Link:
https://www.floridajobs.org

HIGHLIGHTS

- OEDE personnel fostered and coordinated economic development activities
- Drafted the OSRA implementation plan, which included nomination, evaluation, ranking and implementation of projects meeting specific grant requirements consistent with legislatively directed program goals
- Collaborated with for-profit and not-for-profit enterprises, educational entities, economic development organizations, state and local elected officials, and relevant state agencies
- Negotiated terms and conditions of performance-based contracts with OSRA program funding recipients

a. Name, Location and Brief Description:

EXHIBIT F-12: FLORIDA DEFENSE INDUSTRY ECONOMIC IMPACT ANALYSIS 2012-2013

Location: State of Florida
Brief Description: An economic impact analysis of the defense industry on the state of Florida (an update to the 2010 study).

b. Nature of the Firm's Responsibility:

The Haas Center and OEDE at the University of West Florida (UWF) have accumulated vast work experience that is relevant to the current project. The Haas Center produced an economic impact analysis of the defense industry on the state of Florida in June 2013. The purpose of this study was to chronicle the economic impact of defense spending within Florida, which was then dominated by procurement spending and personnel costs that were associated with these installations. Transfer payments to veterans and retirees were also prominent at the time of the study. For this purpose, the Haas Center was engaged by Enterprise Florida, Incorporated on behalf of the Florida Defense Support Task Force. This analysis captured the impact of defense-related expenditures that flowed into the State of Florida. The Haas Center determined that defense spending was directly or indirectly responsible for $73.4 Billion of Florida's 2011 Gross State Product and accounted for a total of 758,112 direct and indirect jobs. In addition to the study, the Haas Center, along with Matrix Design Group, Enterprise Florida Staff and Florida defense Support Task Force Staff, designed and produced an education and information brochure package, "2013 Florida Defense Industry Factbook."

State of Florida: *Defense spending was directly or indirectly responsible for $73.4 Billion of Florida's 2011 Gross State Product and accounted for a total of 758,112 direct and indirect jobs.*

c. Agency/Client Name, Address, and Phone/e-mail:
Enterprise Florida, Inc.
Heather Cave – Manager,
Military Defense Programs
1030 East Lafayette St.
Suite 9
Tallahassee, FL 32301
hcave@eflorida.com

d. Project Completion Date:
June 2013

e. Fee Received:
$154,500

f. Web Link:
https://www.eflorida.com

HIGHLIGHTS

- Haas personnel calculated the total economic impact (including direct, indirect and induced impacts) by installation, economic sector and geographic area.
- Collaborated with Matrix Design Group, Enterprise Florida Staff and Florida Defense Support Task Force Staff
- Designed and produced an education and information brochure package, "2013 Florida Defense Industry Factbook"

F.2 SUBCONTRACT TEAM MEMBERS

To provide the Gulf Consortium with the full range of local expertise needed throughout the Florida Gulf Coast region, we have carefully selected highly respected firms to form a team. In the BAFO process, we added Haas Center for their expertise in economic analysis and development. Collectively, these firms have direct and relevant experience in coastal resiliency, economic development, ecosystem and habitat restoration, watershed and water quality improvements, infrastructure development and/or public engagement. The specialty and role of each team member is included in Figure F-1 and relevant experience of the Haas Center and OEDE is described briefly below.

Collectively, The University of West Florida (UWF) Haas Center and Office of Economic Development & Engagement (OEDE) has accumulated vast work experience that is relevant to the current project. As described in Exhibits F-11 and F-12, OEDE is concluding a 3-year/$30 million taxpayer-funded OSRA program that was made available to the 8 coastal counties of Northwest Florida that were disproportionately affected by the 2010 Deepwater Horizon oil spill. The net effect

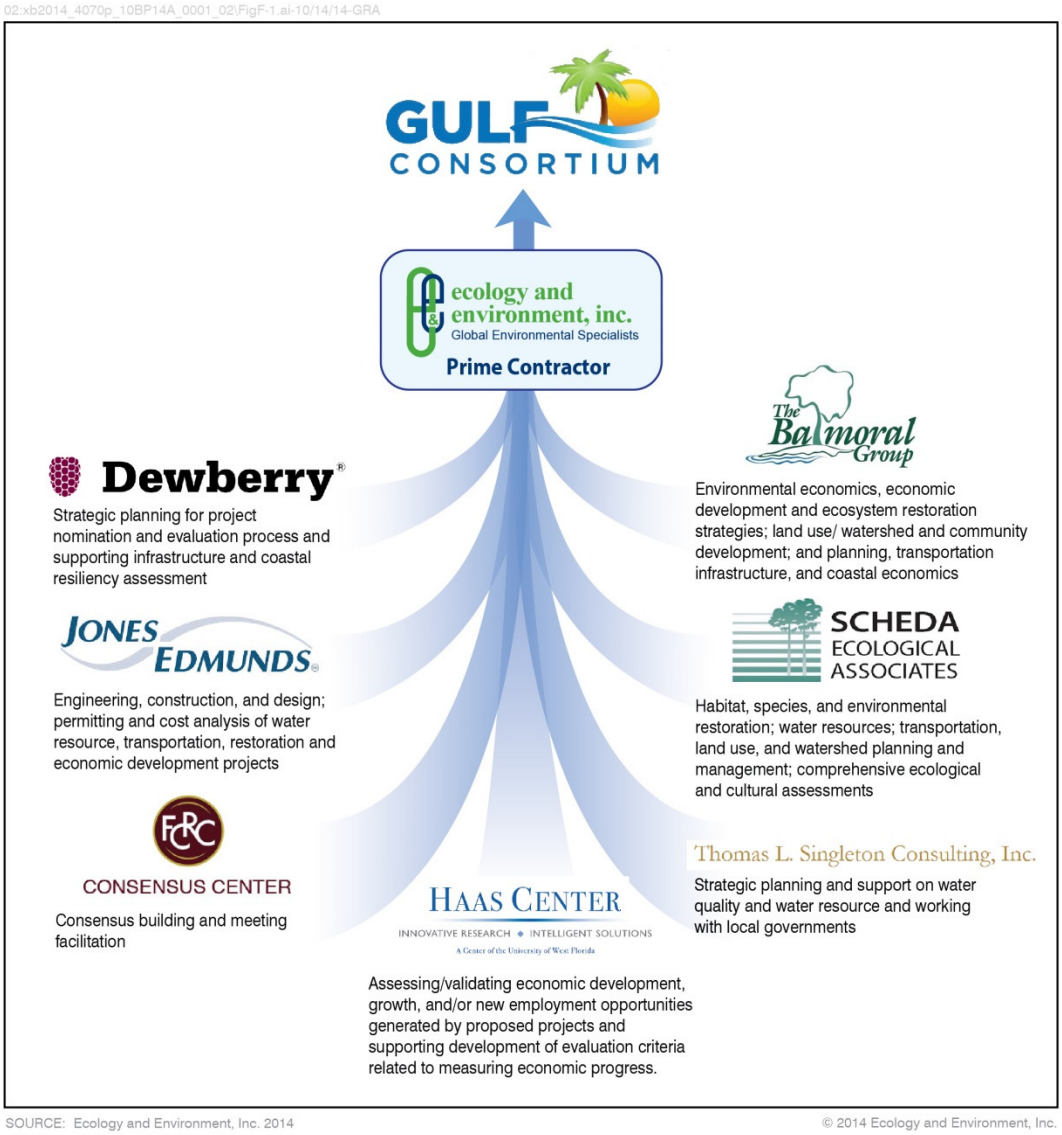


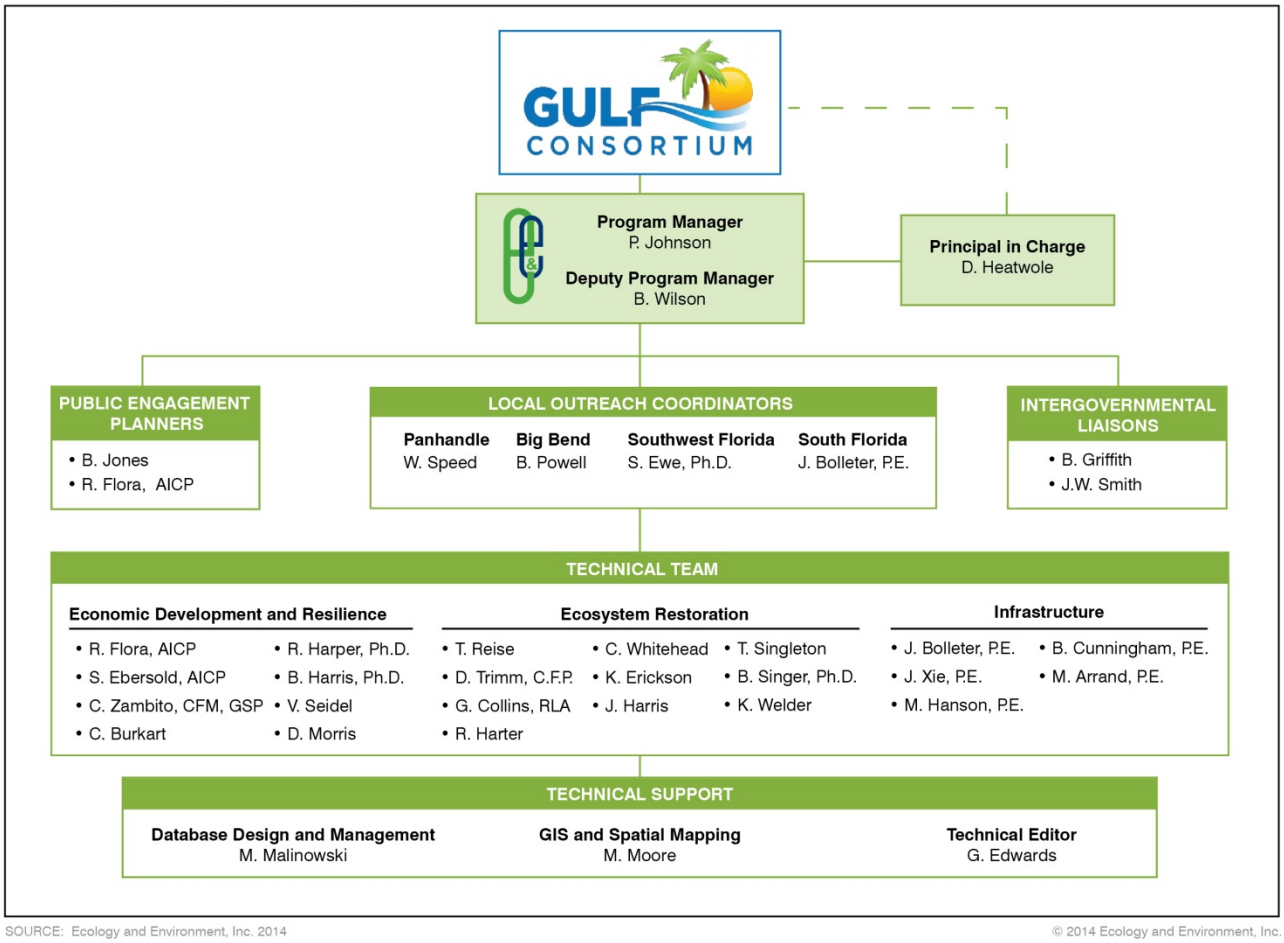
Figure F-1: ROLE AND SPECIALITY OF SUBCONTRACTORS

of that program, which officially ended on June 30, 2014, is expected to be in excess of 9,000 net new, sustainable, high-wage, private-sector jobs and more than $170 million in net new capital investment in the region.

The UWF Haas Center continues to engage in relevant work activities, having recently completed a contract with the prime contractor to the Santa Rosa County RESTORE Act Advisory committee. That contract required the development and delivery of an input-output model for calculating returns on investments of the direct component in economic development, tourism, infrastructure, and environmental projects. Moreover, the UWF Haas Center is present operating as a sub-contractor to the Escambia County RESTORE Act Advisory Committee, with deliverables to the prime contractor expected to include an input-output model for measuring returns on investments of the direct component, a labor market analysis of Escambia County and the Pensacola Metropolitan Statistical Area, and participation in various public meetings to support the development of the Escambia County Multi-Year Implementation Plan.

F.3 ORGANIZATION CHART AND QUALIFICATIONS OF KEY PERSONNEL

Based on our understanding of the RESTORE Act requirements, the Consortium's goals, and the type of projects that will be considered as part of this program, we recognize the need for an integrated team of scientists, engineers, economists and planners with sound working knowledge of the built and natural environment in marine, freshwater, wetland and terrestrial environments and the ability to create lasting economic and societal value along Florida's Gulf coast. As shown in Figure F-2, we are proposing an organizational structure with a streamlined management team supported by regional coordinators, liaisons with the Gulf Council and Consortium, public engagement facilitators and multidisciplinary technical team members.



SOURCE: Ecology and Environment, Inc. 2014

Figure F-2: PROGRAM ORGANIZATION

We selected our key personnel based on their location and experience working on projects along Florida's Gulf coast, prior experience in developing Expenditure Plans and/or associated components, knowledge of the RESTORE Act, public outreach experience, and expertise in environmental restoration, infrastructure and economic development analysis and strategy. Team members will be committed for the duration of the proposed project to provide consistency and efficiency in all aspects of project execution. This project organization has been altered to include key staff from Haas Center as well as Rick Harter. Resumes for these staff are provided on the following pages. One other small change—our technical team member A. Jerrari is no longer employed by E & E and has been removed from the chart.

The qualifications and experience of new staff proposed for this contract are presented in the following resumes.

RICHARD K. HARPER, Ph.D. — Economist

Dr. Harper is the Assistant Vice President for Economic Development and Executive Director of OEDE at The University of West Florida.

EDUCATION

Ph.D., Economics, Duke University, 1989. Areas of specialization: Industrial Organization, International Trade and Public Choice.
M.A., Economics, Duke University, 1986.
B.A., Economics and Spanish. Guilford College, Greensboro, NC, 1978.
Facultad de filosofia y letras, Seville, Spain, 1976-77.

YEARS' EXPERIENCE

25 with firm
9 with other firms

HAAS CENTER
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Rick Harper has served as Assistant Vice President for Economic Development at the University of West Florida (UWF) since June 2014. He continues to serve as Executive Director of UWF's Office of Economic Development and Engagement (OEDE); a position he has held since the creation of that office in January 2011. OEDE houses the Florida Small Business Development Center Network State Director's Office and the Haas Center for Business Research and Economic Development. In May 2014 he finished a two-year assignment as Senior Policy Advisor for Economic Affairs in the Florida Senate, where he advised the Senate President on all issues related to economic policy for the State. Prior to 2011, he served as Director of UWF's Haas Center for a number of years. These positions have put him at the forefront of business and economic policy discussions in Northwest Florida and around the State.

The UWF OEDE under Dr. Harper's direction has performed numerous studies across the state of Florida. These include a study of the economic impact of public libraries in each of the counties of Florida in 2012. Due to the perceived high value and credibility of this work, we performed a follow-on study on the same topic from the same client with the final report delivered in 2014. We have performed four iterations of the Economic Impact of the Defense Industry in Florida over the 2002 – 2014 period. We have performed over $1 million in statewide labor market analysis work focused on specific industry sectors and geographic regions for CareerSource Florida since 2010. We performed an assessment of the Florida Film and Digital Media industry looking at particular sectors and geographies across the state. Dr. Harper has performed scores of assessments of business economic damages associated with the 2010 oil spill in counties across Florida, including the 23 western coastal counties.

SUCCESS STORIES

In May 2014 Rick Harper finished a two-year assignment as Senior Policy Advisor for Economic Affairs in the Florida Senate, where he advised the Senate President on all issues related to economic policy for the State. The UWF OEDE under Dr. Harper's direction has performed numerous studies across the state of Florida. These include a study of the economic impact of public libraries in each of the counties of Florida in 2012. Due to the perceived high value and credibility of this work, we performed a follow-on study on the same topic from the same client with the final report delivered in 2014.

RELEVANT PROJECT EXPERIENCE

The Florida Senate, Senior Policy Advisor, The Capitol, 7/12-present. Dr. Harper advises Florida Senate on all issues related to economic affairs, including bill drafting, program analysis development and administration of incentives, and other issues as needed.

The University of West Florida, Executive Director Office of Economic Development and Engagement, 1/11-present. Direct activities of economic development office, including development of community partnerships and programmatic activities related to economic development. Oversee activities of Haas Center and Florida Small Business Development Center Network. Administer $30 million fund targeted at economic recovery following BP oil spill. Position reports to the University President.

The University of West Florida, Director, Haas Center for Business Research and Economic Development, 8/98-3/03, 8/04-1/11; Interim Director, 8/97-8/98. Direct activities of research center providing socioeconomic and demographic data

and research studies. These include economic impact studies, regional economic research reports, labor market studies and economic forecasting, as well as survey research, marketing research and other business-related topics. Position reports to Dean of the College of Business.

The University of West Florida, Associate Professor Dept. of Marketing and Economics, 8/95-present; Assistant Professor, 8/89-8/95. Teaching responsibilities include undergraduate and graduate courses in economics and business.

SELECTED PUBLICATIONS

Rick Harper. "The Impact of Florida's Minimum Wage Law on Employment in the Hospitality Industry." The James Madison Institute, February 2012.

Adler, Kenneth, Rick Harper and Bob Hoyt. "Bridging the Gap," Medical Economics, December 17, 2010. [Electronic health exchanges could eliminate the silos of information and improve care].

Richard K. Harper and Richard Hawkins. "Hurricanes and the Local Sales Tax Base: Evidence from the 2004 Florida Hurricanes," State Tax Notes. Vol 40, No 5, 2006 [Changes in sales tax collections].

Richard K. Harper, R. Hawkins, G. Martin, R. Sjolander. "Price Effects Around a Sales Tax Holiday," Public Budgeting and Finance. Vol 23, No 4, 2003, pp 108 – 113 [Who wins from sales tax holidays].

Richard K. Harper and Alfred Cuzan. "Economic Systems," in Hillman, Richard, ed., Understanding Contemporary Latin America, Lynne Rienner Publishers, 3nd ed. 2005. [Description of Latin American economic structure and issues].

Feinberg, Robert and Richard K. Harper. "Regime Effects of EU Market Integration Policies on the UK Financial Sector," Review of Industrial Organization. Vol 15, No 4, pp 357-365, 1999. [European share price response to banking market integration].

Harper, Richard K. and William Huth. "Japanese Equity Market Response to Administered Protection Decisions, " Managerial and Decision Economics. Vol. 18, pp 11-26, 1997. [Effects on Japanese stock prices of being named as a respondent in a US antidumping case].

Harper, Richard K. and Stephen Adams. "CERCLA and Deep Pockets: Market Response to the Superfund Program," Contemporary Policy Issues. January 1996. [Stock price effects on businesses potentially liable at Superfund sites].

BRICE F. HARRIS, PH.D. Co-Director, UWF Haas Center

Dr. Harris is a Co-Director, University of West Florida Haas Center.

EDUCATION

Ph.D., Politics & International Relations, University of Reading (United Kingdom), 07/2007
M.S., Defense & Strategic Studies, Missouri State University, 05/2001
B.A., Political Science, University of Florida, 08/1999

YEARS' EXPERIENCE

3 with firm
11 with other firms

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Dr. Brice Harris was appointed Director of Office of Economic Development & Engagement (OEDE) in August 2014. A Pensacola native, his career has centered on political, military, and economic affairs, and includes periods of service in federal and state government, as well as in the private sector. This includes tours of service as a Presidential Management Fellow in the Office of the Secretary of Defense (OSD) and the Office of Foreign Assets Control. He has also worked as a private contractor to OSD, as well as the U.S. Marine Corps Command & Staff College.

SUCCESS STORIES

While employed by the University of West Florida (UWF), Division of the President, Office of Economic Development & Engagement (OEDE), as an Associate Director and Consultant, Dr. Harris' responsibilities included managing all phases of a 3-year/$30 million taxpayer-funded Oil Spill Recovery Act (OSRA) program throughout the 8 coastal counties of Northwest Florida that were disproportionately affected by the 2010 Deepwater Horizon oil spill.

RELEVANT PROJECT EXPERIENCE

University of West Florida, Academic Affairs Division, Office of Economic Development & Engagement (OEDE), Director, Strategic Initiatives, 08/2014-Present. Responsibilities include strategic planning; program development and implementation; liaison with private- and public-sector entities, university faculty and staff for strategic engagement; staff management; public speaking; research.

University of West Florida, Haas Center for Business Research & Economic Development, Co-Director, 01/2014-Present. Responsibilities include client liaison; project development and implementation; staff management; public speaking; research.

University of West Florida (UWF), Division of the President, Office of Economic Development & Engagement (OEDE), Associate Director, 08/2011-08/2014; Consultant, 10/2010-08/2011. Responsibilities included managing all phases of a 3-year/$30 million taxpayer-funded Oil Spill Recovery Act (OSRA) program throughout the 8 coastal counties of Northwest Florida that were disproportionately affected by the 2010 Deepwater Horizon oil spill; Drafted the OSRA implementation plan; Fostering and coordinating economic development activities that promote research and development, commercialization of research, economic diversification, and job creation throughout the oil spill-affected region; Collaborating with for-profit and not-for-profit enterprises, educational entities, economic development organizations, state and local elected officials, and relevant state agencies; Negotiating terms and conditions of performance-based contracts with OSRA program funding recipients; Conducting community engagement on behalf of the University of West Florida.

ArchSmart, LLC., Consultant, 10/2006-12/2013. Retained to research, analyze, integrate information of central and peripheral importance to command & control policy focus areas; Develop, articulate public-, private-sector strategic plans; Provide knowledge, understanding of the organization and structure of the U.S. national security establishment.

Computing Technologies, Inc., Consultant/Adjunct Faculty Member, 09/2008-07/2009. Served in the capacity as Adjunct Faculty Member for the U.S. Marine Corps, Command & Staff College, Distance Education Program, aboard Naval Air Station Pensacola. Led the delivery of joint professional military education to prepare graduates to perform effectively in command and staff duties with the U.S. Navy and U.S. Marine Corps, and for assignment with joint, interagency, and multinational organizations. To date, courses of instruction have included Joint Warfighting 8904 (04/2009 – 06/2009);

Operational Art 8903 (02/2009 - 04/2009); National and International Security Studies 8902 (12/2008 - 02/2009); and Theory and Nature of War 8901 (10/2008 - 12/2008).

Baptist Health Care, The Andrews Institute for Orthopedics & Sports Medicine, The Andrews-Paulos Research & Education Institute, Consultant/Director, Defense & Aerospace Programs, 08/2008-04/2009. Provided vision, goals, and objectives for defense- and aerospace-related research and economic development opportunities; Provided research, analysis, integration of information of central and peripheral importance to defense- and aerospace-related research and economic development opportunities; Provided knowledge and understanding of the defense and aerospace industries; Provided knowledge and understanding of public institutions, private entities, and public-private partnership organizations; Provided knowledge and understanding of strategic-, operational-, and tactical-level military challenges and opportunities; Provided development and articulation of strategic plans; Liaised with public institutions, private entities, and public- private partnership organizations; Applied knowledge, understanding of best practices for contract management.

Executive Office of the Governor of Florida, Office of Tourism, Trade, & Economic Development (OTTED), Defense & Space Coordinator, 07/2007-08/2008). Served as the only full-time State employee that was charged with managing and overseeing Florida's defense- and aerospace-related economic development activities. Responsibilities included staffing, recommending to executive management the final disposition of all defense- and aerospace-related requests, including those for financial support, government recognition, and senior executive participation; Managing all Fiscal Year 2007-2008 program and funding agreements between OTTED and Space Florida, which had a combined total of $42 million; Choreographing the "Governor's Military Leadership Forum," an annual meeting between the Governor and representatives from the Florida-based Unified Combatant Commands and each of the Military Services; Conceptualizing, successfully advocating for the establishment of the "Base Commanders' Meeting," a quarterly meeting between OTTED, relevant State agencies, and the commanding officers of each military base in Florida; Stimulating economic development opportunities in the defense and aerospace industries; Representing the Governor's Office at official defense- and aerospace-related proceedings, including military service-sponsored events, and meetings of local military affairs councils, the Florida Defense Alliance, Enterprise Florida, and Space Florida; Speechwriting; Drafting, staffing, transmitting official correspondence for or on behalf of the Governor and Lt. Governor.

Ceryph, Inc., Chief Operations Officer, 07/2006-07/2007.

Cumulus Broadcasting, Inc., Program Host, *The Inside Track*, 04/2007-07/2007.

CACI International, Inc., Consultant, 12/2003-12/2006.

National Security Research, Inc., Policy Analyst, 07/2002-12/2003.

U.S. Department of Defense, Office of the Secretary of Defense, North Atlantic Treaty Organization (NATO) Policy Directorate, Presidential Management Fellow/Foreign Affairs Analyst, 02/2002-07/2002.

U.S. Department of the Treasury, Office of Foreign Assets Control, International Programs Division, Presidential Management Fellow/International Programs Research Specialist, 07/2001-02/2002.

Missouri State University, Department of Defense & Strategic Studies, Graduate Assistant, 08/2000-05/2001.

Dr. Burkart is Senior Research Economist Assistant Professor of Economics University of West Florida.

CHRISTOPHER S. BURKART, Ph.D. Senior Research Economist Assistant Professor of Economics

Formerly an instructor at Iowa State University, Dr. Burkart is working with a data analysis team to build databases and models centered around economic development. His work includes building partnerships with private and public sector entities to explore issues and find solutions to real-world problems in areas of economic development, including employment and allocation of capital. His specific projects include a predictive model for firm relocation, retrospective policy analysis related to economic development incentives, and higher education workforce mismatch.

EDUCATION

Ph.D. Economics, Iowa State University, 2006. Fields of specialization: Econometrics, Environmental and Natural Resource Economics

B.S. Mathematics and Statistics, University of Iowa 1995

Developing Solutions Using Apache Hadoop, Hortonworks, June 2013

Introduction to Data Science: Building Recommender Systems, Cloudera Japan, June 2013

YEARS' EXPERIENCE

8 with firm
1 with other firm

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RELEVANT PROJECT EXPERIENCE

Senior Research Economist, UWF Office of Economic Development, August 2012–present. Build large databases and models centered around economic development. Partner with private and public sector entities to explore issues and find solutions to real-world problems in areas of economic development, including employment, allocation of capital, and real estate development. Major projects: predictive models of firm relocation choice, analysis of economic development incentive efficacy, higher education workforce mismatch.

Assistant Professor, University of West Florida, August 2006–present. Create and deliver a variety of economics courses, from general economics principles to mathematical economics. Conduct and publish applied research in areas of environmental economics, energy economics, and agricultural economics. Obtained external funding for research projects and for new course development.

Instructor, Iowa State University Department of Economics, 2005–2006. Taught large sections of economics principles.

SOFTWARE AND ANALYTICS SKILLS

Statistical programming and packages: R, GAUSS, TSP, SAS
Database and programming: MySQL, Hadoop/MapReduce, MongoDB, Python
Machine learning implementation: Matlab/Octave, R Visualization and GIS: R/ggplot2, QGIS, ArcView
Operating Systems: UNIX/Linux/OS X-Darwin/Windows friendly

PUBLICATIONS AND PRESENTATIONS

Refereed Journal Articles

Christopher S. Burkart and Nestor M. Arguea. "Efficient scale for photovoltaic systems and Florida's solar rebate program," Energy Policy, 48:470–478, September 2012.

Christopher S. Burkart and Manoj K. Jha. "Site-Specific Simulation of Nutrient Control Policies: Integrating Economic and Water Quality Effects," Journal of Agricultural and Resource Economics, 37 (1):20–33, April 2012.

Christopher S. Burkart and Manoj K. Jha. "Nitrate Reduction Approaches," Choices, 2nd Quarter 2007, 22(2), pp. 103–07.

PRESENTATIONS

"Valuation of Artificial Reef Infrastructure," presented at the Northwest Florida Artificial Reef Work- shop, February 2013, Niceville, FL.

"Freshwater Management and Estuary Value," presented at the CNREP 3rd National Forum on Socioeconomic Research in Coastal Systems, May 2010, New Orleans, LA.

"Valuing Freshwater Flow Tradeoffs in the Apalachicola River Basin." Presented at the University of Florida Water Institute Sustainable Water Resources Symposium, February 2010, Gainesville, FL.

"Water Quality Simulations for Nonpoint Source Pollution Policy." Presented at the 3rd World Congress of Environmental and Resource Economists, July 2006, Kyoto, Japan.
"Policies to Improve Water Quality: In-Stream versus Edge-of-Field Assessment." Second place in poster presentations, AAEA Meetings, August 2004 (with C. Kling and others).

WORKS IN PROGRESS

"Ecosystems services valuation of hydropower and fishery value," targeted for Estuary, Coastal, and Shelf Science (with W. Huth).
"Uncertainty and the optimal solar subsidy," targeted for publication in Resource and Energy Economics (with N. Arguea).
"Oyster seller willingness-to-carry post-harvest processed oysters," targeted for publication in Marine Resource Economics (with W. Huth).
"Implicit pollution damage value under ambient environmental quality standards," targeted for publication in American Journal of Agricultural Economics (with M. Jha).

GRANTS AWARDED

External

Co-investigator for "Measuring Florida Artificial Reef Economic Benefits: A Synthesis," with William L. Huth and O. Ashton Morgan; $37,000 grant from the Florida Fish and Wildlife Commission, 2011–2013.
Co-investigator for "Assessment Study for Post-Harvest Processed (PHP) Oysters: Focus Groups and Willingness to Pay Economic Experiment," with William L. Huth, O. Ashton Morgan, Richard J. Sjolander, David M. Bruner, David M. McEvoy, and Richard Hawkins; $88,000 subcontract of grant from Interstate Shellfish Sanitation Conference to University of Florida, 2010-2011.
PI for "Development of a course on the Japanese economy and business environment;" $4,000 grant from the Center for International Business Education and Research, University of Florida, 2010.

Internal

PI for "Improving Efficiency of Solar Energy Incentive Programs," $2,000 grant from UWF Scholarly and Creative Activities Committee, 2010-2011.
PI for "Adaptability of Source Water Management to Climate Change," $2,000 grant from UWF Scholarly and Creative Activities Committee, 2009-2010.

RICK HARTER — Coastal Restoration Scientist

Mr. Harter is an award-winning senior scientist specializing in Gulf Coast restoration and living shoreline design. He has lived and worked in the Florida Panhandle for 20 years and is responsible for the completion of several high-profile projects such as Project Greenshores in Pensacola and Wayside Park Seagrass and Emergent Marsh Restoration Project in Gulf Breeze.

EDUCATION

B.S., Biology, Florida Atlantic University

YEARS' EXPERIENCE

<1 with firm
20 with other firms

Mr. Harter has nearly 20 years of experience working on various projects ranging from asset management to habitat restoration. His experience includes planning and design of coastal restoration projects, writing grants and leveraging funds through partnership development, and managing projects related to habitat restoration/monitoring, water quality monitoring, GIS analysis, and field supervision. He has received the award for Top 40 Community Leaders in Pensacola Under Age 40, Pensacola News Journal; a business Value Project Award 2009 for Florida Derelict Vessel Removals; and Coastal America Partnership Award (Project GreenShores Team), Coastal America Program.

SUCCESS STORIES

Mr. Harter served as originator and initial project manager for **Project GreenShores** in Pensacola, a 12-acre, multimillion-dollar habitat creation project. He originated the concept, wrote the original grant application to secure the first $500K in grant funding, and then assembled and led a partnership to design, permit, fund, construct, and monitor the project, which includes a detached segmented breakwater (and oyster reef), intertidal salt marsh, and submerged aquatic vegetation. This showcase project for Pensacola, the Gulf Coast, and State of Florida is a first-of-its-kind living shoreline. Mr. Harter received the Coastal America Partnership Award from the Coastal America Program for the project, which has been expanded to include a second site.

RELEVANT PROJECT EXPERIENCE

Florida Fish and Wildlife Conservation Commission (FWC), Statewide Florida. From 2005 to 2014, Mr. Harter supported project management efforts of the FWC Division of Law Enforcement Boating and Waterways Section. He managed multiple tasks, including the Boating and Waterways On-call Response Program, the Boating and Waterways Emergency Response Program, and the Derelict Vessel Removal Program. His role in these projects included program development, project management/ coordination, database development/maintenance, and client relations.

FDEP, Northwest District Office, Pensacola. During 5 years with the FDEP Northwest District Ecosystem Restoration Section; Mr. Harter developed and managed a coastal and wetland plant nursery; managed a tissue culture lab; developed, designed, and managed habitat restoration projects (seagrass beds, emergent marshes, oyster reefs, and coastal dunes); obtained dredge and fill permits (for restoration projects); applied for and managed grants; developed and managed project budgets; and served as the liaison between the FDEP and the Ecosystem Restoration Support Organization (a non-profit citizen support group).

Upper Lake Lafayette Nutrient Reduction Facility, City of Tallahassee, Florida. For the City of Tallahassee's project to construct an alum injection system to reduce the nutrient load from surface water runoff, Mr. Harter assisted with the construction administration by facilitating/tracking the review of shop drawings, requests for information, and other construction submittals between the construction contractor, the design engineers, and city staff. He also coordinated construction project status meetings by preparing agendas and documenting meeting proceedings.

St. Lucie Inlet Federal Navigation Project, Martin County, Florida. Mr. Harter provided technical support for Martin County's Coastal Engineering Department for channel maintenance and beach nourishment associated with the St. Lucie Inlet. He performed GIS analysis and mapping, permitting support, as well as design and management of the dredging project management website over multiple dredging events.

General Engineering Consultant, FDEP Bureau of Beaches and Coastal Systems (BBCS), Florida. Mr. Harter provided policy, technical and permitting support to the BBCS. For the Coastal Construction Control Line Program, he reviewed permit

applications, evaluated projects according to program rules, and drafted permits. He also provided technical assistance on special projects and issues related to post-hurricane shore protection measures (armoring). He was responsible for providing maps, charts, and other summary materials that relayed complex regulatory issues to top-level management including the governor's office. Mr. Harter also served as the interim compliance officer for the BBCS Joint Coastal Permitting program, which regulates beach nourishment, inlet management, port dredging, and other related marine and coastal activities throughout Florida. He reviewed permit required documents, such as coastal engineering surveys and reports, biological reports, water quality monitoring, and other documentation associated with beach nourishment and dredging activities.

Wayside Park Seagrass and Emergent Marsh Restoration Project, Gulf Breeze, Florida. Mr. Harter served as environmental project manager for this project, which was funded by the USACE and involved the construction of a 200-foot long breakwater. He assisted with the funding application and the project design and also coordinated the partnership between FDEP, the City of Gulf Breeze, and USACE for the project. Mr. Harter facilitated project permitting and oversaw the propagation and installation of submerged and emergent marsh vegetation behind the newly constructed breakwater.

Seagrass Management Plan for Big Lagoon and Santa Rosa Sound, Pensacola Bay System. Mr. Harter served as project manager of a seagrass monitoring study, which was funded by the EPA Gulf of Mexico Program. The project involved semi-annual monitoring of submerged grass beds, coupled with monthly water quality monitoring and sampling. The purpose of the project was to identify trends in the health of local seagrass communities and correlate those trends with local water quality. The final report also included recommended tools for local management of seagrasses.

Multiple Living Shoreline Projects in the Pensacola Bay System, FDEP, Northwest Florida. Mr. Harter developed and implemented over a dozen different shoreline restoration projects using native emergent and submerged vegetation. Some projects involved temporary or permanent wave attenuation structures/devices. Many of the projects involved a significant public outreach component through the inclusion of volunteers. The emergent vegetation was grown at a native plant nursery facility that Mr. Harter developed and managed. The submerged vegetation (*Ruppia maritima*) was produced in a micropropagation (tissue culture) laboratory that was also run by Mr. Harter. Funding was acquired through numerous grants that Mr. Harter acquired and managed.

Florida State Parks Post-Hurricane Dune Recovery Program, FDEP Division of Recreation and Parks, Statewide Florida. Mr. Harter played a key role in the installation of over four million dune plants at multiple state parks throughout the Florida Panhandle. His role included coordination with park managers and resource agencies, development of planting plans and specifications, mapping of planting areas, monitoring of plant installation, interaction with planting contractors, and performance of post-planting inspections.

Nonpoint Source Pollution Management for the Pensacola Bay System, Escambia County, Florida. Mr. Harter managed this multifaceted project, which was funded by the United States Environmental Protection Agency (EPA) through an EPA Section 319 Grant. The project included evaluation of alternative hilltop-to-hilltop dirt road paving techniques, wetland restoration activities, public education, and evaluation of a stormwater retrofit project at a public park.

G. COST PROPOSAL

In accordance with the scope of services and methodology outlined in our BAFO, we have developed cost estimates for each of the three tasks as shown in Table G-1 and summarized below. Our revised approach is based on recognition of the Consortium's initially limited financial resources and the need for expedited SEP approval and robust public participation. It provides a viable pathway to quickly seek and secure necessary funding for development of a full State Expenditure Plan. This approach is informed by our experience and lessons learned on similar projects, which provides confidence in knowing where up-front investment has proven to yield high returns—in terms of progress made and time saved—later in the process.

Table G-1: ESTIMATED COSTS BY TASK

Task	Approximate Cost	Task Subtotal
1. Application for a Planning Grant		$30,000
2. Draft State Expenditure Plan		$2,180,000
2.1 Existing Plans Inventory & Information Gaps	$ 500,000	
2.2 Nomination Process	$ 490,000	
2.3 Evaluation of Projects	$ 890,000	
2.4 Preliminary Draft Final SEP	$ 300,000	
3. Draft State Expenditure Plan, Revision, Approval, and Submission		$390,000
3.1 Preliminary Draft Final SEP—Presentations, Comments Revisions	$307,000	
3.2 Draft Final SEP Approvals	$83,000	
Total Cost		**$2,600,000**

Note: The cost presented in G-1 includes a 1.5% per annum bond fee for the total cost of the project.

G.1 PRICING METHODOLOGY

Our cost estimates were developed based on the revised methodology contained within this BAFO. We identified the specific staff needed to accomplish each task (including support staff such as technical editors, graphic artists, information technology specialists, and administrative support staff), then estimated the level of effort for each individual to calculate labor costs using our standard labor rates. The cost estimates also includes travel and other direct costs based on the proposed approach. E & E's rate sheet is provided in Table G-2 and rates for our subcontractors are provided in Table G-3.

Our original cost estimate reflects our knowledge of actual levels of effort required in conducting similar planning programs of this complexity and magnitude, but was justifiably buffered by the inherent uncertainties associated with the Consortium's needs and lack of guidance from the Gulf Council on SEP requirements. However, some clearer definitions of tasks provided during our presentation and contained in the RBAFO, the issuance of the Gulf Council's Interim Final Rule, and the finalization of the Treasury Rules have given us some additional certainty and allowed us to conduct a more detailed cost analysis, identify efficiencies, and reduce projected levels of effort for some tasks. This reduction in costs in some tasks was generally offset by added costs for other tasks which were newly introduced or expanded in the RBAFO, such as "Leveraging Resources" (Tab H). Thus, our revised prices are very similar to our previously estimated costs in the ITN for Tasks 1 through 3.

Regarding anticipated cost strategies moving forward, E & E believes that a combination of fixed price and time and materials tasks are likely the mechanisms that will yield best value to the Consortium. As suggested in the RBAFO, E & E supports the concept of a Masters Services contract consisting of negotiated task assignments. E & E acknowledges that the process moving forward is fluid and partially undefined, but also asserts that we have the experience and knowledge necessary to navigate through these uncertainties and successfully deliver an approved SEP. As we move forward with preparation of the SEP, we would expect that the uncertainties associated with implementation of those tasks would diminish, resulting in a shift from time and materials to fix priced opportunities, and we look forward to that shift. However, given that uncertainties currently remain in some areas and not so much in others, E & E proposes to offer Task 1 as a fixed price opportunity, and hold Tasks 2 and 3 in the time and materials bracket, for now.

Table G-2: E & E RATE SCHEDULE

Category	Rate
Principal	$241
Chief	$166
Senior	$129
Associate	$102
Junior	$82
Technician	$83
Assistant Technician	$51
Administrative	$74

Staff Member	Category	Rate
Bolleter, Jim	Principal	$241
Daughdrill, William	Principal	$241
Flora, Rebecca	Principal	$241
Heatwole, Douglas	Principal	$241
Johnson, Paul	Principal	$241
Riccobono, Antonino	Principal	$241
Singer, Robert	Principal	$241
Tessitore, Joseph	Principal	$241
Trimm, David	Principal	$241
Wilson, Bruce	Principal	$241
Antonio, Jackie	Chief	$166
Collins, Georganna	Chief	$166
Coniglio, Greg	Chief	$166
Crawley, David	Chief	$166
Ebersold, Sean	Chief	$166
Ewe, Mei	Chief	$166
Foss, Daniel	Chief	$166
Harter, Erick	Chief	$166
Kelso, Perry	Chief	$166
Kyzar, Carrie	Chief	$166
Magner, Kevin	Chief	$166
Mogavero, Jenny	Chief	$166
Morris, Richard	Chief	$166
Powell, Brenda	Chief	$166
Stephens, Richard	Chief	$166
Xie, Dingming	Chief	$166
Edwards, Gina	Senior	$129
Elliott, Steven	Senior	$129
Harris, Jennifer	Senior	$129
Huber, William	Senior	$129
Long, Ryan	Senior	$129
Maldonado, Rafael	Senior	$129
Meyers, Eric	Senior	$129
Moore, K. Mark	Senior	$129
Ramberg, Sarah	Senior	$129
Hammond, Helen	Associate	$102
Hodges, Stephen	Associate	$102
Rhyne, Jessica	Associate	$102
Speed, Woodrow	Associate	$102
Vaughan, Kristin	Associate	$102
Welder, Kathleen	Associate	$102
Oien, Erik	Junior	$82
Thanawastien, Tiara	Junior	$82
Mooney, Patricia	Technician	$83
Russell, Jessica	Assistant Technician	$51
Altwater, Joan	Administrative	$74
Benson, Debra	Administrative	$74

Table G-3: SUBCONTRACTOR RATE SCHEDULE

Category/Title	Rate
Dewberry	
Senior Technical Resource	$165
Project Manager	$150
Senior Planner	$110
Environmental Scientist	$100
GIS Technician	$85
Planner	$70
Clerical	$55
The Balmoral Group, LLC	
Principal	$180
Planner/Economist	$140
Economist	$100
Analyst	$90
Haas Center and Office of Economic Development & Engagement	
Economist	$95
FCRC Consensus Center	
Senior Public Policy Facilitator	$217
Scheda Ecological Associates	
Chief Scientist	$200.48
Senior Scientist	$120.22
Environmental Scientist	$86.24
GIS/CADD	$82.35
Technician	$54.86
Clerical	$64.60
Jones Edmunds	
Project Officer	$220
Senior Project Manager (Licensed P.E. or P.G.)	$190
Project Manager (Licensed P.E. or P.G.)	$165
Cost Estimator	$150
Chief Engineer or Scientist	$205
Senior Engineer or Scientist	$175
Project Engineer or Scientist	$130
Engineer Intern or Geologist or Hydrogeologist or Scientist	$100
Designer (B.S., M.S., or Ph.D. Engineering	$120
Senior GIS Programmer/Analyst	$115
GIS Programmer/Analyst	$105
Senior GIS Analyst	$100
GIS Analyst	$85
Senior GIS Technician	$75
GIS Technician	$65
Senior Administrative Assistant	$80
Administrative Assistant	$70
Senior Technical Editor	$100
Thomas L. Singleton Consulting Inc.	
Senior Planner	$125
Senior Scientist	$125

Task 1: Application for a Planning Grant

The application for a planning grant will serve as the basis for an initial grant request that will be used to seek funds for Tasks 2 and 3. Due to the Consortium's limited existing financial resources, we are proposing a minimalist approach to Task 1, which uses the approach set forth in this document as the basis for the application for a planning grant. Costs presented for this task are based on efforts needed to work collaboratively with the Consortium to refine the goals and objectives of the SEP and utilizing this document as the basis for the initial grant request. Our cost is based on a conducting a half-day workshop with the Consortium to discover priority needs and to synthesize those into draft goal and objectives for the planning grant application. The remaining activities are associated with capturing specific portions of this document as direct inputs into the grant application for Task 2 and 3 funding. As directed by the Consortium, we anticipate coordinating with FAC staff who have been providing management, administrative, procurement, and legal support functions of Consortium during preparation of the application for a planning grant. These individuals, or others who will provide these functions, will require continued funding during the development of the SEP.

As this task is being presented as a fixed price effort, assumptions associated with it include:

- The grant application is defined and of standard format,
- No travel costs are included,
- This BAFO document represents all information necessary to successfully meet the grant application submittal/approval needs, and
- The Consortium will incorporate a half-day effort in their scheduled Tallahassee meeting to participate in a collaborative workshop.

Task 2: Draft State Expenditure Plan

Task 2 contains all system development and implementation, and includes extensive public input. Work on this task will involve establishing the metrics and evaluation criteria; developing the GIS database to manage project data; conducting a literature review; implementing the project nomination process; and reviewing, screening and evaluating projects. As outlined in Tabs B and C, we are proposing a project nomination process that includes an application tailored to the Gulf Consortium's needs and the specific evaluation criteria. This will eliminate the unnecessary review of projects that are not applicable, facilitate the screening of projects, and enable projects to be grouped based on degree of viability and benefits. For costing purposes only, we have assumed that 150 projects suitable for Pot 3 funding will be submitted and reviewed specifically for Consortium funding. We will be relying on the applicants to provide much of the information. Through a screening process we assume that half of these projects will be qualitatively scored and approximately 30 of the highest ranking projects will be quantitatively analyzed in the final stage of evaluation. In Tab E, we have proposed a robust public engagement program to obtain input on problems and opportunities, data gaps, priorities, and other important elements of the SEP. Given the potential geographic scale and importance of getting the SEP right, this is a necessary investment which will save costs down the road during the implementation phase. Costs presented for this task are suggested as a time and materials approach.

Task 3: Draft State Expenditure Plan, Revision, Approval, and Submission

We have assumed the plan revision and approval process will take six months. This timeframe is based on our proposed planning process that will be professionally planned and delivered in an inclusive and credible manner. Our process includes a third round of public, Technical Advisory Group and Policy Working Group meetings to present the Preliminary Draft SEP simultaneously with release for public comment. We will utilize our quality control systems to ensure all comments are documented and considered, and that revisions are carefully tracked. We will be prepared to present and respond to questions from each approval body – the Consortium, the Governor's Office and the Gulf Council. Our cost estimate considers all the details necessary to ensure a smooth and timely process for revisions and approvals for final document delivery. Since the development of the plan will be a well-vetted process, we are assuming the changes required to finalize the Plan will not require substantial rewrites or reassessment of projects or inclusion of new projects. Costs presented for this task are suggested as a time and materials approach.

G.2 COMMITMENT TO THE CONSORTIUM

Our proposed approach has been enhanced as a result of the ITN/RBAFO process. We initially recognized the need for a robust public engagement effort, presented solid project consideration procedures, identified vital support group inputs, and identified key areas of scope modification that have resulted in an improved overall strategy for timely SEP approval. Throughout the selection, we have maintained that E & E's proposed level of engagement is necessary to accomplish the established goals, not only for the Consortium, but also for the public, stakeholders, and all others looking in on the process contemplating fair consideration of their interests.

The E & E team has and will continue to work hard to offer a flexible, workable, and best value approach to success. We are committed to working with the Consortium and look forward to supporting your needs.

H. LEVERAGING RESOURCES

As significant as the RESTORE Act funding is for implementing restoration and recovery of the Gulf Coast, it opens the door to much greater opportunities because the Act allows the use of the funds for matching other federal grants (as well as state and non-government program funds). Given that state budgets and borrowing limits are typically the constraining factor on allocating state money for matching grant programs, RESTORE Act funds are essentially the missing key needed to open the door to a much deeper funding pool. If properly parlayed, there is a once-in-a-life-time opportunity to capitalize on these program synergies and translate them into long-term and lasting regional restoration and community recovery.

To date, $1 billion in civil and administrative penalties have been levied under the Clean Water Act, of which $800 million plus interest will flow to the RESTORE Act Trust Fund. When the BP penalties are ultimately tallied, the final amount will likely total many more billions of dollars. The total fine paid by BP could be as much as $17.6 billion, of which 80%, or about $14 billion, would be deposited in the RESTORE Act Trust Fund. This could result in initially $48 million for development and implementation of the initial Consortium SEP and ultimately over $840 million for the duration of the RESTORE program Pot 3 funds.

Recent reports by the Environmental Law Institute (ELI)—*Building Bridges – Connecting the Overlapping Goals, Resources and Institutions of Gulf of Mexico Restoration and Conservation* (April 2014) and *Funding Deepwater Horizon Restoration & Recovery: How Much, Going Where, For What* (May 2014)—provides detailed guidance on how to effectively leverage RESTORE Act funds by using them as matching funds to gain access to other governmental and non-governmental program funding.

The *Building Bridges* report lists 42 federal programs that provide funding for which states and local governments are eligible. These include programs for wetlands and estuaries, harvested species habitat, coral reefs, beaches and dunes, protected species and places, coastal management, and water quality and quantity. Most of these programs have a minimum matching fund requirement of 25% to 50%. In addition, the Florida Department of Economic Opportunity (DEO) website also provides a list of 59 funding sources (federal, state, and non-government) for projects and activities related to hazard mitigation and adaptation.

E & E's project team is comprised of the Gulf Coast region's most experienced integrators of the Federal and State grant and cooperative agreement authorities and programs supporting recovery of coastal ecologies and economies. Utilizing our proven experience and systems helping numerous clients acquire grant funding, we will engineer the intergovernmental grants database and integrated decision support systems required to comply with the final RESTORE procedures and guidelines. Modular database architecture will be integrated within the broader SEP compliance systems framework in order to best support the full life-cycle support requirements of the Consortium's State Expenditure Planning (SEP) process.

Key indicators, including the State's project portal, values the demand in funding at over $16 billion to address recovery. These expansive needs of Florida's Gulf coast region demonstrate that the SEP process will undoubtedly yield many high-value projects that will not make the final SEP top tier list for a variety of reasons, including:

- RESTORE criteria ineligibility;
- Consortium criteria ineligibility and/or goals alignment;
- Confidence in performance feasibility;
- Confidence in permitting feasibility; and
- Lack of resources available to RESTORE Pot 3 (Spill Impact Component) to address the full range of candidate projects.

To help directly address these challenges and optimize other funding opportunities, specialists on our team will utilize our integrated grants database and systems to conduct a leveraging analysis of the nominated projects. At each stage of the project evaluation process (described in Tab D) we will identify and align alternative or additional funding sources for the projects submitted. Our leveraging plan consists of four key objectives:

- Create a funding source inventory, database and decision support system;
- Identify alternative funding sources for ineligible projects;
- Leverage additional matching funds on eligible projects; and
- Advance strategic collaboration and coordination on all RESTORE and Deepwater Horizon recovery-related programs.

Figure H-1 provides a depiction of how each stage of evaluation (top row) will progressively result in projects dropping down or out of the next stage of evaluation (second row) where they will be guided toward alternative funding sources and/or receive feedback for improving their application. A new set of projects will drop down during each evaluation stage. While projects that drop down from Stages 2-4 of the evaluation would be eligible for the Consortium Pot 3 funds, only the best (top tier projects) will advance out of Stage 4 to be recommended in the SEP for the first round of funding. The projects that are dropped down at each stage will also be counseled on various paths they may pursue to:

- Identify other funding sources such as those noted in Figure H-1;
- Reapply in subsequent Pot 3 funding rounds (if eligible) with guidance on how to improve their application; and
- Recycle the high ranking projects back into the Consortium's SEP evaluation process. Under this circumstance, as a result of the leveraging analysis and introduction of more collaborative funds, more Pot 3 funds may be freed up to fund more projects; thereby, allowing some of the highly ranked projects dropped out in Stage 3 to be raised back up into the top tier list.

The following provides a more detailed description of each of the four components of our plan to leverage other collaborative funds for the greater benefit.

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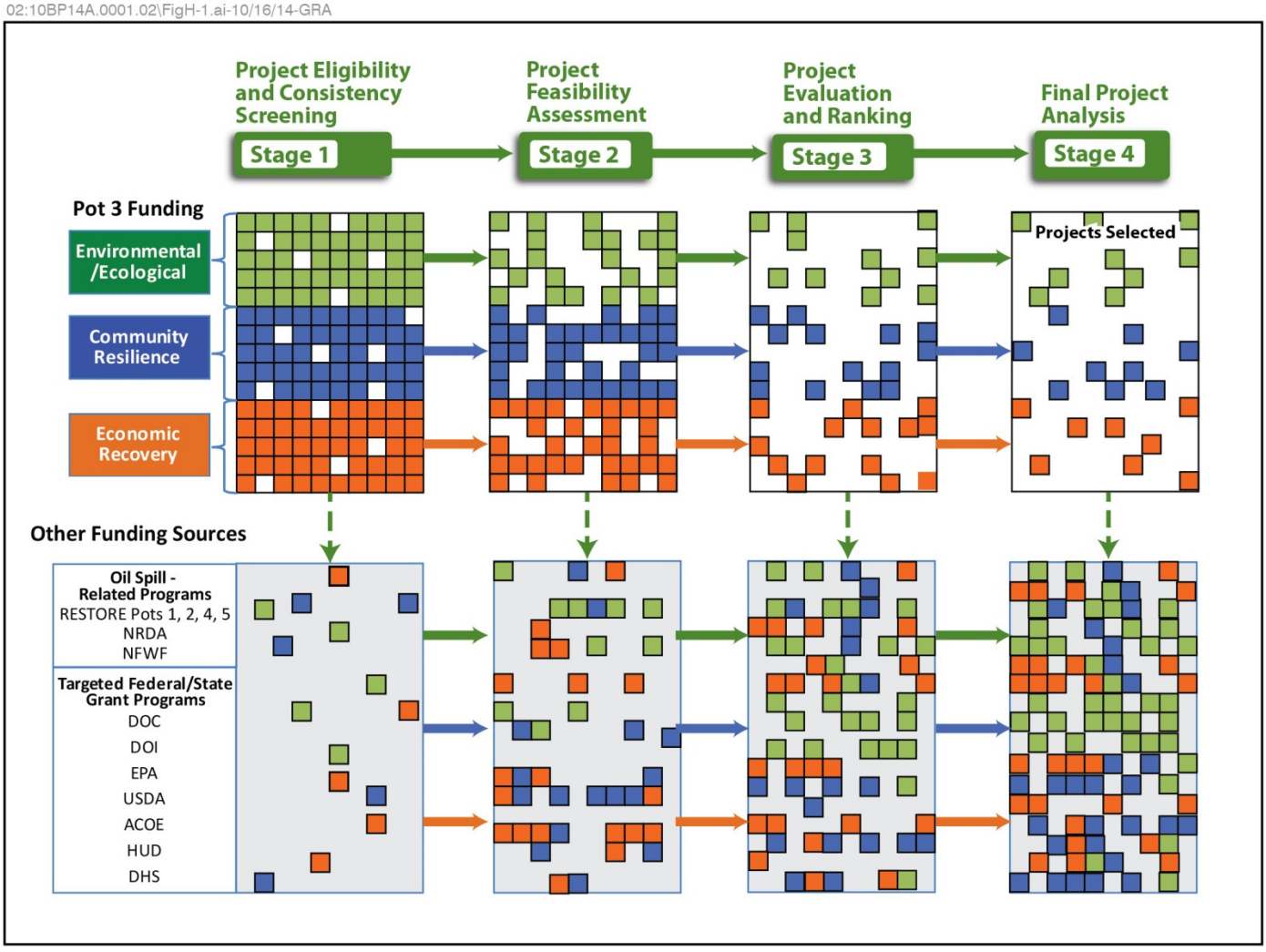


Figure H-1: LEVERAGING COLLABORATIVE FUNDING TO EXPAND PROJECT SUPPORT

Create a Funding Source Inventory, Database and Decision Support System

E & E will work with the Consortium and its stakeholders to develop a clear inventory and understanding of funding sources and mechanisms that would be complementary to the Consortium's vision for the region and the SEP's method of achieving that vision.

Leveraging this collaborative funding begins with a plan development process that produces strategic and smart investment strategies which funding program decision-makers will support. Core elements of the Consortium planning process include:

- An exciting and innovative vision for the Gulf Coast region's restoration and advancement;
- Action- oriented goals and measurable objectives to achieve that vision;
- Consistent communication of the vision and goals by all regional stakeholders and decision makers;
- Broad-based public understanding and support for the vision and goals;
- An implementation plan with far reaching and achievable strategies that will surpass individual program goals; and
- Evaluation methods to measure progress and performance.

These plan elements will provide credibility to the program or projects and instill confidence with funders that their investment will garner high returns to the people of the region and state. Several actions can be taken throughout the plan development process, in conjunction with the Consortium and the working groups, to position the Consortium and the SEP projects to leverage collaborative funding.

Achieving the most effective leveraging of the expansive and complex array of Federal, State, and grant and cooperative agreement programs available to help underwrite the Consortium's priorities' will require two unique capacities, which our team possesses: (1) highly experienced intellectual capital; coupled with, (2) an integrated grants database and decision support system.

Identify Alternative Funding Sources for Ineligible Projects

As part of each stage of evaluation, we will examine all projects that do not advance to the next stage of evaluation to determine the most viable alternative finance strategies for each. This analytical task will involve establishing parallel implementation pathways for these projects that will be partitioned by county, or counties where applicable, to regional projects, and provided to the Consortium for distribution to its membership. These strategically integrated analytical systems and processes will prove invaluable to the Consortium in helping to steer the planning process toward the highest maximum leveraged yield on Spill Impact Component (Pot 3) resources.

Leverage Additional Matching Funds on Eligible Projects

Projects that advanced through Stages 2-4 of the evaluation process will also be analyzed to identity additional funding sources that can match and stretch Consortium's Pot 3 funds. Congress established RESTORE Act funds to work in a way that provides state and local government with the maximum ability to leverage across existing federal grants and cooperative agreement programs. Specifically, Congress established these funds as largely unrestricted to match to eligible local resources. This structure empowers the Consortium to potentially double, even triple in some cases, the reach of these resources when coupled with key grant funding programs spanning workforce improvement, infrastructure, environment, and natural resources. Throughout the SEP process, our skilled program and resources specialists will perform ongoing examinations of the relevant federal programs that have the greatest potential to cross-leverage and maximize the number of projects implemented and, overall return on the Consortium's Pot 3 allocation(s).

Advance Strategic Collaboration and Coordination

In parallel to the analyses we will be performing on the Consortium Pot 3 (Spill Impact Component) projects, we will also conduct concurrent reviews and prepare recommendations for collaborative alignment or assignment with the other primary RESTORE and Deepwater Horizon recovery programs:

- Pot 1 – Direct Component;

- Pot 2 - Council Component;
- Pot 4 – Centers of Excellence;
- Pot 5 – NOAA and NAS Science Programs;
- NRDA;
- NFWF Gulf Environmental Benefit Fund; and
- National and regional NGO programs that have the highest potential to collaboratively support the Consortium's projects (e.g., TNC, Ocean Conservancy, Audubon, NWF, etc.).

These programs will remain rapidly evolving and ever-changing throughout the course of the SEP process. Our analyses will be staged to provide the Consortium with up-to-date characterizations of these programs and supporting recommendations as to where and when to engage these programs in the development and implementation of the SEP. The final Treasury rules are very explicit; however, that funding from one RESTORE Pot (1-5) cannot be matched with funds from another RESTORE Pot.

Each of the above leveraging plan components are interactive and will be integrated into the SEP development process. There will be multiple benefits associated with the activity and the following reflect the key deliverables that would be produced as part of this proposal:

Key Deliverables:

- Customized Federal / State Grants Database (2015–2016);
- Integrated Leveraging Decision Support System;
- Leveraged Funding Sources Analysis and Recommendations Report on Projects Assessed;
- Assigned Funding Recommendations Report for RESTORE Pots 1, 4, and 5;
- Collaboration Recommendations Report for NRDA, NFWF, NGO and other Deepwater Horizon restoration efforts; and
- Alternative Funding Sources Strategy Report.

I. IMPLEMENTATION AND MANAGEMENT

The E & E Team is highly qualified and ready to offer a full-range of services to the Consortium for the long-term management of all allocated Gulf Coast Restoration Trust Funds and the successful delivery of projects funded through the SEP. The SEP establishes the initial framework for public engagement and project nomination, evaluation, and selection. This is just the first step in a long-term commitment that will continue through full implementation and evaluation of all funded projects, and the ongoing RESTORE reporting requirements that will document and demonstrate the appropriate use and benefits of the funds. We also anticipate that as additional funds are acquired through the settlement process, there will be multiple rounds of funding that will require updates to the SEP and adjustments to the project nomination and selection process to meet ongoing changes in the market as well as community needs and priorities. Together these needs reflect an overall funding program that may have significant future scaling requirements due to the expected growth in the size of the funding pool. The funding program will also have a high level of complexity due to the variety of project types and budgets which will be delivered on different schedules with a multitude of reporting nuances and requirements. This is the type of complexity that E & E is structured to support and welcomes!

This section provides our approach, related program management experience, and cost considerations for full program implementation and management. Our approach is organized into four areas of support:

- Program management and administration;
- Contract management of funded projects;
- Program grant management and financial compliance; and
- Program evaluation and leveraging.

These implementation components have been considered by E & E since we were first introduced to the Consortium and its needs two years ago. Our approach to the SEP development process lays the groundwork for future implementation needs which, if done with the end in mind, will provide long-term efficiencies to the overall program requirements.

I.1 IMPLEMENTATION TASKS AND APPROACH

Overall program implementation will be managed by a team of E & E professionals skilled in the application of project management systems and with the technical expertise matching the types of individually funded projects. The E & E program management team will include the following primary roles and skills sets at a senior-level who will be further supported by associates, as needed to meet program surges of activity and overall growth in number of projects and funding.

- **Program Director:** This person has the ultimate responsibility of ensuring that the E & E team is meeting the needs of the Consortium and has adequate corporate resources to ensure success. This person will also be responsible for ensuring that the QA/QC systems are working effectively to deliver the highest quality product in a cost-effective manner.
- **Program Implementation Manager:** This person will report directly to the Consortium-designated point of contact (POC) and will provide oversight of all aspects of program delivery as defined in Tasks 1 through 4 below. The Program Manager will be based in E & E's Tallahassee office where we will also have space to accommodate other program implementation staffing needs. The Program Manager assigned will be a senior person with strong program management and communications skills, and be very knowledgeable of the RESTORE Act and the Gulf counties. This person will serve as the primary voice for any public interaction or reporting.
- **Deputy Program Implementation Manager:** This person will be responsible for overall program administration ensuring that all reporting requirements, templates and other standardized forms are developed, understood, and utilized by all relevant program team and individual project team members. This person will have a high-level of expertise in utilizing project management software and systems to ensure overall program administration is efficient and meeting the needs of all reporting entities. This person will also manage the data base of funded projects that will be initiated during the SEP development and project section process.
- **Deputy Project Solicitation Manager:** With each new round of funding there will be a need to re-initiate an update to the SEP and solicit another round of project nominations. This will be happening concurrent with start-up of implementation of the previous round and ultimately full execution of projects being monitored. This person will oversee each new round of solicitations and SEP update. This will be done in similar fashion to the current SEP described in previous sections; however, once the first round is defined, future rounds will be adjusted from any lessons learned and new community needs and priorities. It is important to have a person focused on this element of the program while other team members remain focused on getting funded projects underway.

- **Account Manager:** This person will have financial and accounting capacity to be fully responsible for final review and processing of project reports and invoices, and preparation of financial reports working with Consortium auditors, as needed.
- **Project Outreach Coordinators:** These will be multiple persons assigned to individual funded projects based on project location, type, and scale. Persons assigned to these roles will require a high-level of project-specific technical knowledge along with good communication and organization skills. One person may be assigned to multiple projects as the program grows in size. E & E has the bench strength to also engage technical specialists for specific topics, as needed for consultation as a subject matter expert during various stages of program and project delivery.
- **Project Benefits and Metric Reporting Specialist:** This data-oriented specialist will be responsible for establishing program and individual project metrics, data collection methods, and all data assembly and reporting to accurately demonstrate program and individual project benefits in alignment with both Treasury requirements and to further demonstrate to the public and other funders the tangible and multiple benefits of the program.
- **Grant and Fund Leveraging Specialist**: This person will continue the work started during the SEP process to identify other funding programs and inventory and track what funds are being utilized, including both RESTORE funds and other funds, to support the overall Gulf recovery and future economic resilience.
- **Communications and Outreach Specialist:** This person will work with the Project Outreach Coordinators, Consortium members and others to produce positive stories about the program and the projects, and develop case studies for advancement of best practices in other areas.

Task 1: Program Management and Administration

The overall program will require day-to-day management responsibilities led by a program implementation manager based in Tallahassee and supported by a management team drawn from other E & E offices along with lower-level staff based in Florida and available for meetings with individual projects as described in Task 2. Duties may include the following areas of responsibility:

- Regular status reports on overall program progress that will be customized to meet the reporting requirements of each key constituent: Consortium, Florida State agencies, Gulf Coast counties, RESTORE Council, and others as needed. Customization of status reports will consist of a range of detail supplied to each specified entity and will include examples such as project funding level, outstanding deliverables, invoice schedules, payment detail, scope modifications, reporting schedule, etc.
- SEP updates that may include a shortened version of the current SEP development process: public engagement, adjustments to nomination guidelines and criteria, new solicitation and selection process for each round of funding.
- Public announcements and media releases.
- Web site expansion, updates and management.
- Project data base development and management.
- Reports to the U.S. Treasury.

At program start-up, E & E's Program Manager will assign Project Outreach Coordinators to newly funded projects based on either technical or geographic needs. Because of the nature of funding anticipated, we expect that projects will not necessarily be uniformly distributed or represent a single project type. In other words, it is likely that project funding will occur in slugs, resulting in periods of high management load responsibilities. This is an important consideration since the workload for Project Outreach Coordinators will need to be monitored routinely to ensure a balanced distribution of projects to maintain consistent work flows. It is also best practice to assign Project Outreach Coordinators as dedicated program support, and commit them full-time to this program. This has the added benefit of creating a pool of skilled professionals with institutional knowledge within the program, which greatly enhances cost efficiencies while reducing the overall learning curve when project loads are increased.

E & E Project Example:

As a program management contractor to FDEP's Petroleum Restoration Program, E & E oversees all aspects of assessment and cleanup of State of Florida-funded petroleum sites. Over the last 14 years, E & E has conducted simultaneous management of 200 to 500 projects at any given time, with costs ranging between $10,000 to over $5,000,000 per project.

One of the major areas of consideration in establishing a program of this nature is the need for continual process controls that are routinely adjusted to reflect program-wide goals. As RESTORE Act implementation matures and the Gulf Council's priorities change, policies and procedures will also require adjustments, and typically those adjustments are required to take place on-the-fly with little consideration to impacts on process flows or schedules. As will be discussed later, E & E utilizes a number of management tools, which when combined with continual process updates, allow for rapid process modifications that minimize impacts to project deliverables and schedule.

Task 2: Contract Management of Funded Projects

The number of individual projects that will be funded through the Consortium's funding program will be based on the amount of funds that are ultimately awarded under the settlement over multiple payout years. Based on rough estimates, the program could start out with 30 projects (as suggested in our core proposal) and grow to 300 to 800 projects, over 10 years of assumed funding rounds (see Section I-4, Cost Considerations), potentially varying in funding amounts from $250,000 to $5+ million. The timelines for each would likely range from 1 year to potentially 5 to 10 years for larger capital projects with a multitude of other funding sources also in play. Each funded project will have a responsible owner that is the contracting entity responsible for individual project management. However, the Consortium, with support of the implementation contractor, will be responsible for oversight of the funded projects to ensure they are meeting contracting and reporting requirements along with preparing consolidated grant reporting and administration. This aspect of the program may entail the following activities and others, with additional fiduciary requirements discussed separately under Task 3:

E & E Project Example:

As program contractor assisting FDEP in administering its petroleum cleanup reimbursement program, E & E staff review and approve cleanup contractor budgets and invoices to ensure financial compliance with government regulations and accounting practices.

- **Contracting:**
  —Statement of Work (SOW) preparation including payment based deliverables, based on nomination submission and discussions with the project owner;
  —Contract boilerplate development with the Consortium's legal representatives to ensure the project meets all federal, state and local regulations;
  —Final budget development and payment schedule tied to SOW deliverables (further discussed under Task 3);
  —Documentation of other funding commitments; and
  —Schedule development and connection to payment schedule.
- **Reporting:**
  —Orientation and reporting requirements meetings with project teams;
  —Development of reporting templates;
  —Development of common and individual project benefits metrics, data collection methods and reporting templates; and,
  —Review and approval of reports and deliverables for payment.
- **Inspection and QA/QC:**
  —On-site inspections to ensure conformance with grant requirements;
  —Attendance at project meetings to assist with resolution of any significant delivery issues;
  —Technical review of documentation and deliverables to ensure compliance with the SOW; and,
  —Final review of project delivery.
- **Project Communications:**
  —Serve as primary point of contact (POC) with the assigned project owners;
  —Serve as primary POC between project owner and the Consortium; and,
  —Gather and prepare project materials for public outreach and communications.
- **Supplemental Project Management Support:** As an added-value service during implementation, E & E will also be available to deploy specialized project managers to provide more intensive, direct support to project owners that do not have adequate capacity to set-up project management systems and procure assistance. These direct project services may include: assistance with procurement processes, setting up project management systems, establishing QA/QC systems

and other start-up project implementation needs based on level of capacity. We would anticipate these services being provided as part of implementation to ensure project success and not as a separate contract with individual projects to avoid any potential conflict of interest.

E & E's project and contract tracking system consists of internal and external procedures to ensure that team members and the Consortium are apprised of the overall status and that expected cost and timing expectations are being met by each funded project. To ensure proper management and tracking of project budgets and schedules, E & E will use its established project/contract control system to provide an integrated approach to maintaining the financial aspects of day-to-day program operations and tracking the performance of actual tasks for each project against the projected schedules. The focal point of this system is the Program Implementation Manager, who will authorize all work and expenditures and will receive regular reports from the designated E & E Project Outreach Coordinator for each funded project.

Task 3: Program Grant Management and Financial Compliance

The fiduciary responsibility and accountability for program funds requires tight project management and reporting systems to ensure compliance with all regulations and requirements. This fiduciary aspect of program management begins with having the appropriate contract management systems in place as described under Task 2. Task 3 specifically addresses the following fiduciary and accounting elements of program management:

- **Financial**
  - —Set-up and administration of the Consortium's grant-making financial processes (e.g., budget development/approval, invoicing/reimbursement, and project financial reporting); and
  - —Management of all Consortium financial accounting requirements related to the grant program. This will be done in consultation with the Consortium's auditor to ensure all federal and state requirements are included in financial management of the program.
- **Performance**
  - —Statement of Work: review of project invoices and reports to ensure that the payment schedules, deliverables and invoices are in sync with the agreed-upon statement of work included in the contract between the Consortium and the project owner.
  - —Quality Assurance/Quality Control Systems: establishing protocols and review of project submissions to ensure that all deliverables have followed the QA/QC measures.
  - —Interim Program Reporting: review and compilation of financial reports from individual projects and for the overall program administration to provide interim consolidated reports for Consortium review and submittal to the U.S. Treasury or appropriate agency.
  - —Final Project Report: each project will require final closeout and final payment based on compliance with all regulations and performance metrics. E & E project outreach coordinators will review project submittals and recommend approval to the program implementation manager for payment processing. The Account Manager will also review invoicing for compliance with accounting procedures.

E & E Project Example:

E & E served as implementation contractor for a $90 million competitive grant program for counties and communities throughout New York State and provided project oversight, evaluation, and grant administration support for grants to develop and implement regional sustainable growth strategies.

E & E Project Example:

Under NFWF's Chesapeake Bay Stewardship Fund, E & E provides quality assurance systems, other implementation protocols, and technical assistance to assist NFWF's grantees (approximately 20 per year) and ensure that each funded watershed improvement project is implemented using appropriate metrics, data collection, and monitoring methods.

E & E fully understands the critical importance of the fiduciary responsibility of all Consortium members. Depending on the Consortium's needs, we will use our internal accounting systems and personnel and/or subcontract for additional accounting and auditing support specific to this project. To ensure the proper checks and balances required by the U.S. Treasury, Gulf Council, and the State of Florida, it may be in the best interest of the Consortium to contract an independent accounting or auditing firm to perform this fiduciary function.

Our goal will be to ensure that the program meets all financial regulatory requirements and that the grantees are held accountable in their fiduciary role that includes:

- Implementation of award objectives;
- Adherence to award terms and conditions and to all applicable regulations;
- Exercising fiduciary responsibility;
- Managing projects and funds effectively and efficiently;
- Maintaining and providing access to all records/documentation required; and
- Maintaining open and full communication with all parties.

Task 4: Program Evaluation and Leveraging

In addition to individual project reporting, the overall program should be evaluated as an aggregate for effectiveness on an ongoing basis to ensure it is meeting the Consortium goals and public expectations. Program evaluation methods will be proactive and reach multiple audiences for feedback to inform continuous improvement of the program. Evaluation methods may include: grantee surveys, assessment of metric targets being met, public engagement with each new round of funds, interviews with key stakeholders, and web-based comment area. Documentation and communications of program metrics and benefits beyond standard reporting requirements also leverages the program in other ways that include: enhancement of program credibility and public support, access to additional funds, and transfer of best practices to other projects through feature news articles, and documentation of case examples. This aspect of program delivery is often overlooked, resulting in lost opportunities to further extend the value and benefits of the program and multiply the beneficial effects across the program.

I.2 PROJECT EXPERIENCE

E & E has provided project and contract management support for environmental activities at over 20,000 sites nationwide for a wide range of clients, including EPA, USACE, the U.S. Navy and Air Force, various state governments (Florida, Illinois, South Carolina, New York, Oregon, Texas, Alabama, Georgia, and Mississippi) and private clients.

FDEP Petroleum Restoration Project and Contract Management Support. Of particular significance and closely related to the type of project and contract management services anticipated for the Consortium is E & E's dedicated contract with FDEP, referred to by FDEP as "Team 6." Under the Team 6 contract, and for the past 14 years, E & E has performed an array of project management and contract management services to meet FDEP's evolving priorities for its Petroleum Restoration Program. Beginning in 2000, E & E was awarded a 10-year contract to provide site cleanup project and contract management services for FDEP. A dedicated project team (100% assigned to the performance of this contract) consisting of environmental scientists, geologists, and engineers was assembled to provide services under the contract. After successful completion of the original contract, E & E was re-awarded a new 10-year contract in 2010. In order to avoid conflict of interest concerns, E & E does not participate in or conduct any other State of Florida-funded petroleum cleanup services.

The scope of services for Team 6 includes overseeing all aspects of assessment and cleanup of State of Florida-funded sites. Over the last 14 years, E & E has conducted simultaneous management of 200 to 500 projects at any given time, where project costs ranged between $10,000 to over $5,000,000 each. E & E's team members negotiate and prepare scope of work documents used for developing contracts (purchase orders, work orders or task assignments) that are issued to cleanup contractors. Team members monitor project progress and performance under the contracts and provide technical and fiscal review for cost effectiveness and appropriate use of state funds. Team members provide technical oversight, including review of work plans and scopes, site assessment reports, remedial action plans, and other site-specific technical project activities. Technical review and evaluation comments are prepared and Professional Certification of engineering and geological related approvals and closure orders are provided pursuant to EPA and FDEP rules and guidance. Team members also review, negotiate and approve change orders, invoices, and payment requests under the contracts.

Team members also negotiate contractual funding allocation agreements on behalf of the State of Florida and analyze and make recommendations to FDEP regarding property owner financial responsibility or cost share for contaminated site cleanup. The program and Team 6 is funded through a combination of state trust funds and federal grants.

Furthermore, E & E has extensive experience specifically related to administration of grant programs, including:

1. **NFWF Chesapeake Bay Stewardship Fund**: E & E provides implementation support to NFWF for two yearly EPA-funded grants: the Chesapeake Bay Small Watershed Grant and the Chesapeake Bay Innovative Nutrient and Sediment Reduction Watershed Grant.
2. **Cleaner Greener Communities Program**: E & E supports implementation of a $90 million grant program administered by the New York State Energy and Research Development Authority.
3. **NFWF Greenpoint Community Environmental Fund**: Under contract to NFWF, E & E provides QA/QC support to grant recipients, which include non-profit organizations; state, tribal, and local governments; and academic and educational institutions, to implement projects addressing environmental priorities of the Greenpoint community in Brooklyn, New York.

The following project descriptions (Exhibits I-1 through I-4) provide more detail regarding the above-listed projects, which are representative of the experience directly relevant to the Consortium's program management needs.

EXHIBIT I-1: PROGRAM SUPPORT FOR CHESAPEAKE BAY WATERSHED GRANTS

Client: National Fish and Wildlife Foundation (NFWF)
Location: Delaware, Maryland, Virginia, West Virginia, Pennsylvania, New York, and Washington, DC
Date: 2011-2014

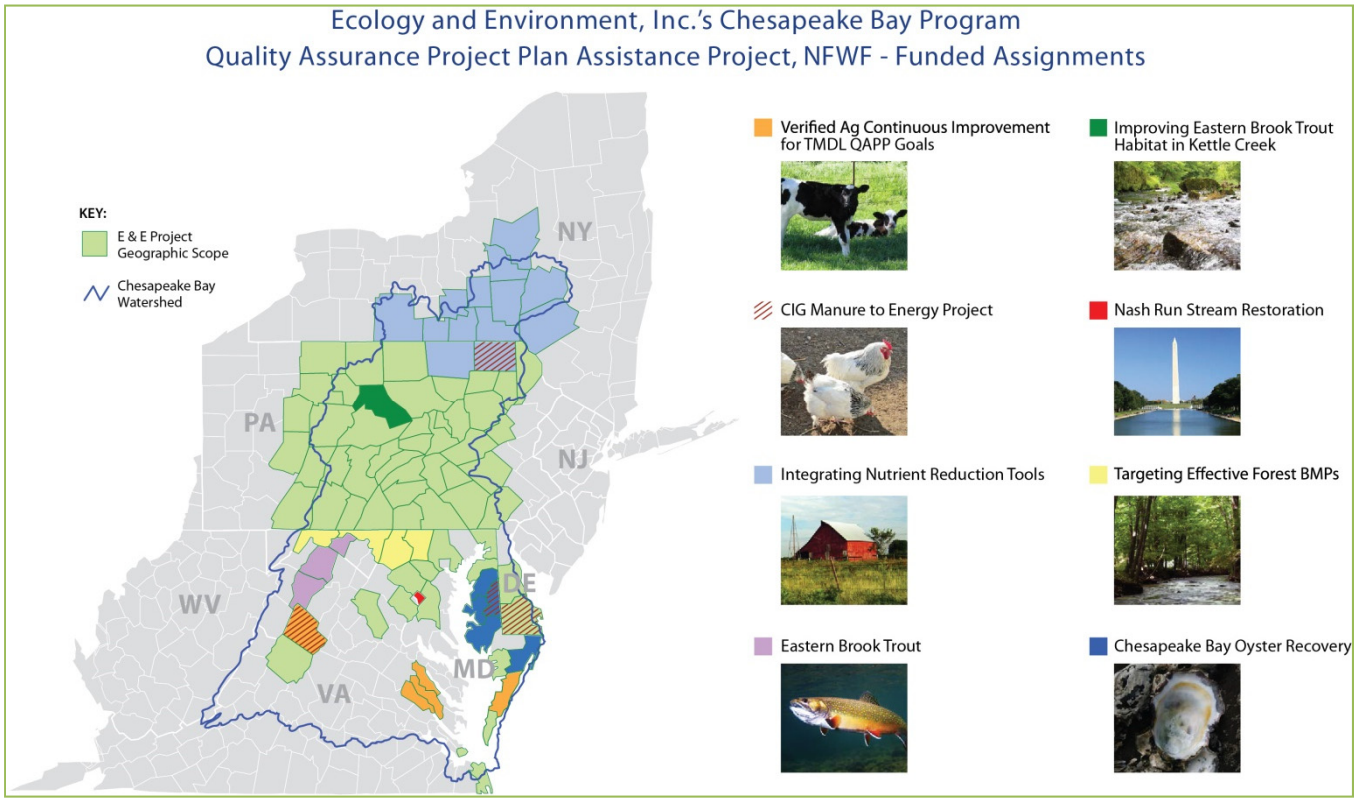
E & E is supporting the NFWF Chesapeake Bay Stewardship Fund (CBSF) in its implementation of two yearly EPA-funded grants: the Chesapeake Bay Small Watershed Grant (SWG) and the Chesapeake Bay Innovative Nutrient and Sediment Reduction (INSR) Watershed Grant.

"Thanks very much! This is really helpful to have this review of the template in place prior to sending this to the testing and analytical laboratories. This is a huge time saver all around. We appreciate your help here!"
—Grantee: Kristen Evans Hughes, Sustainable Chesapeake (Sept. 27, 2013)

Background

SWG grants are provided to local organizations and governments to help implement projects to protect and improve small watersheds that contribute to the overall health of the Chesapeake Bay, while building citizen-based resource stewardship.

INSR grants support innovative approaches to expanding collective knowledge about cost-effective and sustainable approaches to dramatically reduce or eliminate nutrient and sediment pollution to Chesapeake Bay and its tributaries. Awardees of INSR grants include nonprofit organizations, local governments, universities, and state and federal agencies.



Priority funding under the Chesapeake Bay grants is awarded to targeted river restoration projects, private landowner stewardship projects, initiatives on Anacostia River revitalization, and green infrastructure projects. Examples of green infrastructure projects include: integrating stream, floodplain, and wetland restoration into road maintenance and

improvement programs; implementing low-impact development practices to "green" street and road improvements in order to protect water quality and enhance community livability; and incorporating innovative stormwater technologies and habitat restoration strategies into multiple facilities managed by a single school district or parks and recreation department.

Our Role

Quality Assurance Project Plans (QAPPs)

E & E is advising SWG and INSR grantees (about 20 per year) throughout all seven states in the Chesapeake Bay watershed to develop their QAPPs. Required as part of each grant award, a QAPP is a written document that describes the QA procedures, QC protocol, and other technical activities that must be implemented to ensure task results meet project specifications. QAPPs describe and document the primary data collection, secondary data usage, and data processing (such as modeling) of project activities funded by EPA. To help ensure project plan consistency and quality, E & E is reviewing and commenting on the grantees' proposed collection, generation, use, and reporting of environmental data; design, construction, and implementation of environmental technologies; and development of associated software, models, and methods.

> *"Thanks again for all your work on this. I cannot possibly describe to you how much more pleasant an experience this has been for our grantees (and for ME) than our previous contract."*
> —Mandy Chesnutt, National Fish and Wildlife Foundation (May 9, 2012)

Monitoring and Assessment Pilot Project

E & E has begun working with NFWF on implementation of a monitoring and assessment pilot project that will be integrated into six projects from the 2014 grant cycle. Grantees will participate in a pilot effort to build a protocol and reporting mechanism that is intended to support the grantee's and NFWF's mutual goal of improved accounting of environmental response and best management practices. We are working with each of the six grantees to incorporate these additional metrics, data collection, and monitoring methods into each project's associated QAPP.

QAPP Templates

E & E is also working with NFWF to develop additional QAPP templates that reflect the four QAPP categories as described in the Chesapeake Bay Stewardship Fund-approved Quality Management Plan. The categories are responsive to the nature and scope of each project and contain the elements needed to ensure data quality objectives meet requirements for the intended use of the data. The four categories are as follows:

- **Category 1** establishes QAPP requirements for projects of regional importance, highly visible projects with data collection intended to impact regional policy decisions. These projects must follow EPA's R-5 QAPP Requirements and are customized to address Special Criteria and or Quality Assurance (QA) provisions.
- **Category 2** establishes QAPP requirements for projects involving applied research innovation of new environmental technologies. These projects must follow EPA's R-5 QAPP Requirements and are customized to address Special Criteria and or QA provisions.
- **Category 3** establishes QAPP requirements for projects conducting basic planning, modeling, or preliminary data gathering activities. These projects must follow the less formal modified R-5 QAPP Requirements and are allowed activity-specific customization.
- **Category 4** establishes requirements for projects using a minimal amount of data for the implementation of localized or disbursed site locales.

Moving Forward

NFWF continues to rely on E & E's team of technical experts to communicate with a range of grantees, from middle school chemistry teachers to United States Department of Agriculture (USDA) regional directors, helping them understand NFWF's QAPP requirements and working with them to develop a document that details the technical and quality aspects necessary to collect project-specific environmental data and information. Thus far, E & E has supported over 60 grantees throughout the Chesapeake Bay watershed and we continue to receive monthly requests for additional technical assistance.

We are working with NFWF to continue to streamline the QAPP development process as a model for other NFWF programs nationwide. By continuing to provide clear, quality technical assistance to NFWF's Chesapeake Bay Stewardship Fund grantees we help ensure that projects funded by NFWF are scientifically credible, able to be reproduced, and consistent with federal standards for project planning, implementation, and assessment.

Grantees Receiving Assistance from E & E:

- American Rivers
- Capital Resource Conservation and Development Area Council Inc., Carlisle, PA
- D.C. Department of Environment
- Farm Pilot Project Coordination, Inc.
- Fauquier County Government, Fauquier County, VA
- Kettle Creek Watershed Association
- Longview Middle School, McLean, VA
- MD Department of Natural Resources and UMD Center for Environmental Science, Appalachian Laboratory
- Midshore Riverkeeper Conservancy
- The Nature Conservancy
- Oyster Recovery Partnership
- PA Department of Conservation and Natural Resources, Bureau of Forestry
- PA Department of Environmental Protection
- PA Fish and Boat Commission
- Pennsylvania Department of Environmental Protection
- Penn State University
- Penn State University Center of Dirt and Gravel Road Studies
- Pinchot Institute for Conservation
- Sassafras River Association
- Sidney Center Improvement Group, Inc.
- Stroud Water Research Center
- Sustainable Chesapeake
- Tioga County Soil and Water Conservation District
- Town of Centreville, MD
- Town of Forest Heights, MD
- Trout Unlimited
- University of Maryland Baltimore Campus, Center for Urban Environmental Research and Education
- University of Maryland, Center for Environmental Science
- USDA, Natural Resources Conservation Service
- U.S. Fish and Wildlife Service Chesapeake Bay Field Office
- Virginia Polytechnic Institute (Virginia Tech)
- Washington, D.C. Fire and Emergency Medical Services Department
- Water Stewardship, Inc.
- Western Pennsylvania Conservancy

EXHIBIT I-2: CLEANER, GREENER COMMUNITIES PROGRAM

Client: Phase I: Various County governments
Phase II: New York Energy and Research Development Authority (NYSERDA)
Location: New York State
Date: 2013-2016

Key Elements:

- Implementation contractor for $90 million competitive grant program for the entire state
- Developed solicitation requirements and forms
- Provided applicant screening and technical support
- Collaborated with grant recipients to prepare contracting documents
- Prepared project metrics and tracking systems
- In partnership with NYSERDA, provided ongoing project oversight, evaluation, and grant administration support

E & E was selected to serve as the state-wide program implementation contractor supporting NYSERDA with the administration of a $90 million grant program to implement sustainable growth strategies identified in the regional, multi-year plans presented in Phase I of the Cleaner, Green Communities (CGC) program.

Background

The CGC program was announced by Governor Cuomo in his 2011 State of the State address as a competitive grant program to encourage communities to develop and implement regional sustainable growth strategies. The CGC Program builds on the Climate Smart Communities Program, which was established in 2009 by the New York State Department of Environmental Conservation and NYSERDA as a network of local governments across New York that have committed, by voluntarily adopting the Climate Smart Communities Pledge, to reduce their greenhouse gas (GHG) emissions and to prepare for unavoidable changes in climate. The CGC Program provides enhanced support for development and implementation of regional sustainability plans to help ensure that New York State's (NYS's) ongoing and substantial investments in infrastructure help to shift communities and NYS as a whole toward a more environmentally and economically sustainable future.

The primary goal of the CGC program is to encourage communities to create public-private partnerships and develop regional sustainable growth strategies in such areas as emissions control, energy efficiency, renewable energy, low-carbon transportation, and other carbon reductions. Phase I of CGC provided funding to 10 Regional Economic Development Council (REDC) regions in NYS for the development of regional sustainability plans. Phase II of CGC offers grant funding for projects that support the goals of each region's respective sustainability planning effort. A total of $90 million in potential funding awards will be available over the six-year life of the CGC program. The CGC program is funded with proceeds from the Regional Greenhouse Gas Initiative (RGGI), which aims to lower carbon emissions in participating states.

E & E'S ROLE

Phase I

E & E was the lead planning consultant for the development of regional sustainability plans for the Western New York, Mid-Hudson Valley, Mohawk Valley, and North Country Regions of New York State, which encompass 25 counties, 33 cities, 457 towns, and 234 villages equating to over half of the geographic area of New York State.

A total of ten regional plans were plans were funded by NYSERDA under the CGC program. All regional sustainability plans were developed in alignment with existing regional economic development plans and included the engagement of hundreds of stakeholders in each region. The planning process led to the development of goals, sustainability indicators and baseline measures, along with targets that were used to identify priority project themes for funding under phase II.

E & E provided technical expertise to counties in each region in the areas of economic development, land use, transportation, energy, water, materials, agriculture, governance and climate adaption that informed metric and plan development.

Phase II

E & E is working directly with NYSERDA to develop the program solicitation and application forms, and is providing applicant screening and technical support followed by oversight of individual project implementation requirements that include reporting and invoice recommendation for payment.

Once projects are selected, E & E acts as the direct liaison with the project owners to prepare scopes of works, metrics, and to ensure all program requirements are being met. The E & E team has developed reporting structures and communicates with appropriate stakeholders to solicit input for each major task area. Our team is responsible for gathering, reviewing, and verifying appropriate documentation at the completion of each stage of grantee projects, conducting multiple site inspections, providing day-to-day assistance to grantees, and complying with all payment verification requirements. We work with NYSERDA and grantees to establish program indicators, measurement methodologies, metrics and evaluation criteria that will provide solid and consistent data for program tracking and measuring impact.

EXHIBIT I-3: GREENPOINT COMMUNITY ENVIRONMENTAL FUND QA/QC ASSISTANCE PROJECT

Client: National Fish and Wildlife Foundation (NFWF) and NY Office of the Attorney General
Location: Brooklyn, New York
Date: 2014

E & E assisted NFWF with Greenpoint Community Environmental Fund (GCEF) grants. GCEF grants are being provided to non-profit organizations; state, tribal, and local governments; and academic and educational institutions working on a local level to implement projects that address environmental priorities of the Greenpoint, Brooklyn, New York community. Grants are available in three categories: small grants ranging from $5,000 to $25,000, large grants ranging from $25,000 to $2,000,000, and legacy grants greater than $2,000,000.

"Universally the workshop was well received with many compliments about content."
—Lynn Dwyer, Assistant Director, Northeast, Eastern Partnership Office, NFWF (July, 10 2014)

Our Approach

E & E provided hands-on support to GCEF applicants; we helped them understand how best to position themselves for grant funding and alignment with NFWF's Quality Management Standards. For the first phase of the project, E & E developed and implemented a workshop for GCEF grant applicants, describing the purpose and importance of QA/QC, NFWF's expectations for QA/QC, and how the grant applicants should incorporate QA/QC standards and practices into their grant proposals and project plans. We also advised the grant applicants on risk management and communication. Approximately 20 grant applicants attended the workshop. The presentation and workshop was well-received by NFWF and the GCEF grant applicants and is currently available online at http://www.gcefund.org/how-to-apply/ under "Workshops/Webinars."

For Phase 2 of the project, NFWF selected three GCEF Large Grant Applicants for Quality Assurance (QA) to receive narrative technical assistance support from E & E:

- HabitatMap, Inc. AirCasting Greenpoint: Citizen Science for Clean Air.
- Research Foundation of the City University of New York, the Greenpoint Bioremediation Project
- Newtown Creek Alliance, Greenpoint HOPES

These applicants were each required to complete a Quality Assurance Narrative (QA Narrative) that provided a description of:

1. The scientific basis for interpreting and/or drawing conclusions about environmental conditions and/or health outcomes from that data being used by the applicant's proposed project, and
2. The procedures to be employed by the applicant's proposed project to ensure the quality of these data.

E & E reviewed the three selected GCEF Large Grant Applicants QA Narratives for adherence to NFWF's QA/QC requirements and expectations and provided a completed comment matrix to the applicants.

"Thanks for the great work. … For NFWF's part, you are doing exactly what we hoped and the applicants are getting tremendous benefit."
—Amanda Bassow, Director, Eastern Partnership Office, NFWF (July, 25 2014)

EXHIBIT I-4: FDEP TEAM 6 CONTRACT

Client: Florida Department of Environmental Protection (FDEP)
Location: Florida
Date: 2000- Current

Highlights

- E & E has administered this contract and other cleanup contracts for 14 consecutive years for the FDEP
- We have two consecutive Team 6 contract awards and under these contracts managed work at over 1,000 different cleanup sites
- We successfully implemented an inspection program to oversee fieldwork throughout the state
- We resolved cost share allocations and determinations for the FDEP at over 500 sites
- E & E assembled and rapidly trained a team of employees to oversee the FDEP's site characterization screening initiative at over 400 sites.

Under FDEP's Team 6 contract, E & E performs an array of project management and contract management services to meet FDEP's evolving priorities for its Petroleum Restoration Program. A dedicated project team consisting of environmental scientists, geologists and engineers provides services under the contract.

The scope of services includes overseeing all aspects of assessment and cleanup at state funded sites. E & E team members negotiate and prepare scope of work documents used for developing contracts (purchase orders, work orders or task assignments) that are issued to cleanup contractors. Team members monitor progress and performance under the contracts and provide fiscal review for cost effectiveness and appropriate use of state funds. Team members provide technical oversight including review of work plans and scopes, site assessment reports, remedial action plans and other site specific technical documents. Technical review comments are prepared and Professional Certification of engineering and geologic related approvals and closure orders are provided pursuant to FDEP rules and guidance. Team members also review and approve change orders, invoices and payment requests under the contracts.

Team members also negotiate funding allocation agreements on behalf of the FDEP and make recommendations to the FDEP for property owner financial responsibility or cost share for contaminated site cleanup. Team 6 site inspectors conduct field site visits to oversee/document field activities and perform operations and maintenance oversight/startup documentation for all remedial system operations.

I.3. CONFLICT OF INTEREST

In accordance with the Treasury Interim Final Rule section 34.503(b)(3), E & E will prevent conflict of interest (COI) through a series of management protocols and techniques that are described below. We have implemented these practices on other projects and feel that with stringent systems any issues, real or perceived, will be avoided during both the SEP development and implementation stages of this program. All E & E staff are trained in these areas and receive regular updated materials and annual training on ethics and other requirements of project management.

- **COI Compliance Officer:** An objective person on the project team will be assigned responsibility for proactive outreach to project staff and review and maintenance of required forms noted below. This person will also ensure that project team members, and project owners undergo program-specific COI training and receive updates.
- **Non-disclosure Agreement (NDA):** Also referred to as a confidentiality agreement, all project team participants, including Consortium members and any associated staff, will be required to sign NDA's related to any sensitive project materials that are under review. For example, a project application/nomination may be in early stage development regarding real estate purchases or include financial information that is not for public consumption. While transparency of the program will be important to the program's credibility, individual project information is not necessarily public and should be treated in the same manner as a loan application is processed.
- **Conflict of Interest Disclosure Form:** Each team member will be required to review a list of project applications and awards to identify any project they may have a real or perceived COI, whether it be a family member involved in the project or a business interest. Any disclosed conflicts will be reported and the person will be reassigned to another project. This will be done with every new round of funding and maintained by the COI Compliance Officer.
- **Access to multiple E & E technical personnel:** Should a COI arise with an E & E staff person, which is conceivable considering that many of our staff live in the communities impacted, that person will be reassigned and we will draw from our extensive corporate-wide staff to fill the technical need.
- **Engagement of multiple subcontractors for specialty needs:** Just as with E & E staff having a potential COI, E & E would also utilize a different subcontractor, if it was determined a particular subcontractor was providing technical services to a funded project creating a COI. During implementation, we are assuming that E & E will be equipped to handle all technical topical needs, however, should a technical subcontractor be needed, they will be identified following each round of project funding based on the resulting project types and disclosure of any COI.

I.4. COST CONSIDERATIONS

As the above detail of the possible needs and requirements of full program management and implementation suggests, there are numerous variables that will influence the cost for program management. A few key areas that will impact final costs that are unknown at this time include the following, among others:

- **Funding Amount:** This will be determined by the final settlement and will set the overall size of the program over a given period of time.
- **Funding Rounds:** This will be based on the settlement of award size and the agreed-upon schedule of payouts. This will determine the number and scale of SEP updates needed, and the number of new projects that are likely to enter the project management system with each round.
- **Project Size and Types:** This could change with each funding round and SEP update that may reset priorities for scoring criteria. The selected projects will determine the level and type of capacity needed for project oversight.
- **Project Schedules and Timing:** Each project will have its own project schedule and may include other funds. As noted earlier, large capital projects could take up to 5 to 10 years for full completion and reporting to be completed. Once all funding rounds are completed, the program may need an additional 5 years for management of the final round of projects. These final years may be more of a steady-state of cost without the surges required by new rounds and SEP updates.

Additionally, there will be a need to invest in program start-up to develop and establish various systems and tools that will make on-going management more efficient. These systems are referenced in Section I-1 above and include the following areas, among others depending on the Consortium's needs:

- **Project Data base Development:** As noted earlier, an initial project data base will be established for project nomination solicitation and evaluation purposes. This will be a basic system that has the potential to be expanded to serve additional functions during program implementation, as described in the Tab J, Value-added Services. We strongly recommend that an upfront investment be made in a robust, multi-functional database and information management system that will serve all project data needs for the duration, which will ultimately improve efficiencies and provide quality control of reports and output.
- **Web-based Management Tool Set-up:** Quality and efficient program management, as noted above under Tasks 1 and 2, to track schedules and other reporting will benefit from a project management system that can be accessed by E & E program team members and secured for individual project teams for on-line upload of materials. This will greatly simplify reporting and create efficient systems for management.
- **Reporting Templates:** Reports are more likely to be done on time and with accuracy if there is a clear understanding upfront with the project owner on what is expected and a mechanism for submission such as the on-line tool. The reporting forms will make reporting clear and consistent. They should be established at the beginning of the program to also allow for tracking and comparison over time.
- **Contracting Boilerplate Templates:** The standardized requirements of all projects can be produced into a boilerplate document that is shared with the project owner as part of the grant acceptance letter. This language would be developed in consultation with the appropriate legal staff and become a standard part of the award and contracting package.
- **Contracting Statement of Work (SOW) Templates:** Each project will have a unique set of deliverables, schedules and budget among other items that will need to be included in a project-specific SOW. A standard format will ease this process, which can be lengthy and tedious to negotiate with project owners, depending on the level of completeness of the original application and the capacity of the project owner. Once SOWs are developed for various project types, there will be an opportunity to draw from previous language to make future SOWs easier; however, there will always be unique ones that require more significant time to develop.
- **Budget Templates:** Standardized budget formats and reports will be developed as part of the round of contracts that can be utilized moving forward with minimal adjustment.
- **Program Management Protocols and Guidance:** We have found that a kick-off orientation meeting with project owners, that includes a review of all reporting requirements and templates along with an instructional overview of basic project management protocols and expectations, facilitates a more efficient process moving forward. Once this program is developed, it can also be recorded for on-line delivery and reference.
- **Communications Protocols and Guidance:** A program of this size and visibility, with numerous parties involved, needs to include an understanding of who communicates information. Upfront guidance and training will work to avoid any misinformation being disseminated.

Taking the above unknowns and variable into consideration we have established the following program cost scenario to provide a potential annual cost for an assumed 15 years of program operation. The first 10 years would allow for all funding to be awarded through multiple rounds, and the subsequent 5 would allow time for full completion and reporting on all funded projects following the final round of awards. A long-term investment perspective allows for the integration of economies of scale and efficiencies that become possible when the entire duration of the program is considered.

Program Cost Scenario

Base Assumptions:

- **Total Funding Amount (Pot 3):** $850 million (based on a total $17 billion Clean Water Act fine for BP)
- **Funding Rounds:** 10 (an average of $85 million per round)
- **Total Projects Funded:** 570
- **Project Size:** $250,000 to $5+ million
- **Projects per Funding Round:** An average of 60 projects funded per year after the first year
- **Program Management Duration:** 15 years (10 years of funding rounds with an additional 5 years for completion of all funded projects)
- **Average Full Management Cost per Funded Project per Year:** $15,000
- **State Expenditure Plan Updates:** 5 (biannually for 10 years)

Implementation Cost: Our estimated annual cost is summarized in Table I-1 and is based on similar requirements of other programs that have been scaled based on the above assumptions. This table is provided for discussion only and to demonstrate how the program costs would be distributed across tasks and years. The average annual program management cost amortized over 15 years is $2,463,333. The total estimated implementation cost is approximately 4% of the total program funds.

Table I-1: Estimated Implementation Costs

Year	New Projects Funded	Completed Projects	Net Projects Under Management	Management of Funded Projects (1)	Program Management Systems (2)	Evaluation of New Projecs & SEP Updates (3)	Total Program Implementation & Management
1	30	0	30	$ 450,000	$ 2,500,000		$ 2,950,000
2	60	40	50	$ 750,000	$ 1,250,000	$ 500,000	$ 2,500,000
3	60	40	70	$ 1,050,000	$ 750,000	$ 1,000,000	$ 2,800,000
4	60	40	90	$ 1,350,000	$ 250,000	$ 500,000	$ 2,100,000
5	60	40	110	$ 1,650,000	$ 250,000	$ 1,000,000	$ 2,900,000
6	60	40	130	$ 1,950,000	$ 100,000	$ 500,000	$ 2,550,000
7	60	40	150	$ 2,250,000	$ 100,000	$ 1,000,000	$ 3,350,000
8	60	40	170	$ 2,550,000	$ 100,000	$ 500,000	$ 3,150,000
9	60	40	190	$ 2,850,000	$ 50,000	$ 1,000,000	$ 3,900,000
10	60	40	210	$ 3,150,000	$ 50,000	$ 500,000	$ 3,700,000
11	0	40	170	$ 2,550,000	$ 50,000	$ -	$ 2,600,000
12	0	40	130	$ 1,950,000	$ 50,000	$ -	$ 2,000,000
13	0	40	90	$ 1,350,000	$ 50,000	$ -	$ 1,400,000
14	0	40	50	$ 750,000	$ 50,000	$ -	$ 800,000
15		50	0	$ -	$ 250,000	$ -	$ 250,000
TOTAL	**570**	**570**		**$ 24,600,000**	**$ 5,850,000**	**$ 6,500,000**	**$ 36,950,000**

Footnotes:

(1) **Management of Funded Projects** costs assumes an annual per project average cost for the total net projects in the system in a given year to meet all program needs described in Tasks 1 through 4.

(2) **Program Management Systems** costs assumes the development of computer based management systems, templates and guidance documents required to run the entire program. The start-up development costs are scaled down each year as the systems are further refined and evolve to accommodate all requirements and project types.

(3) **Evaluation of New Projects & SEP Updates** cost assumes a new project nominations/solicitation and evaluation process occurs each year for 10 rounds, a bi-annual full update of the SEP, and program close-out requirements in the final year 15.

Cost Control

Through our experience with numerous multi-site/task programs with other clients, we have developed cost control measures that are based primarily on: 1) anticipation of down-range problems during the planning stages of a project, 2) close day-to-day tracking, 3) standardization of recurring tasks and appropriate use of resources, 4) effective use of available and emerging technologies, and 5) continual process improvement. E & E implements scoping/planning processes to identify and address these types of issues up front—resulting in overall cost savings.

For cost control and project tracking, E & E's CostPoint™ system provides the management team with a line of balance (LOB) report. This report tracks weekly updates of actual costs against budgets to date, current status for the performance period, and costs to complete. Thus, any projected variances can be detected at an early stage of the project. Costs associated with labor hours, land acquisition, construction progress and other direct costs (ODCs) are relayed to the management team

during daily communications. Cost variances, if any, are identified on a real-time basis and can be communicated to the Consortium for potential action.

Two of E & E's most effective cost control tools are standardization of recurring tasks and appropriate use of available resources. Working with the Consortium, E & E will develop/implement a number of standardized approaches for many aspects of the RESTORE Act. Examples include: standardized costing to reduce the need for negotiation; standardized work plans and reporting formats that provide information in a consistent manner that reduces error, meets the Treasury Rule requirements and aids in the Consortium's review.

E & E also pays particular attention to the use of staff resources. The appropriate labor category levels are assigned for each project. E & E's management team is located in our Tallahassee office, which minimizes travel time and costs for meetings and facilitates a greater interaction between the Consortium and E & E. In addition, E & E is able to provide additional staffing for the program tasks from our offices throughout Florida, which provides excellent geographical coverage of available resources for Consortium members. E & E's program management systems provide the E & E management team with the capability to determine staff utilization, plan staffing needs for upcoming funding rounds or surges in program activity, and 'reserve' select technical personnel for particular project oversight described above in Task 2.

J. VALUE ADDED SERVICES

In our presentation in August, we introduced several value-added services for the Consortium's consideration. A large part of our strategy is to offer leveraging of multiple funding resources, which is covered in Section H of this BAFO. Herein we highlight two other services to add value: (1) development of an informed, robust project implementation and tracking system to support the project implementation phase, by building in functionalities during initial database development in the SEP and project planning phase; and (2) provision of in-office and administrative management services to increase communication and augment the Consortium's administrative capabilities. E & E can provide these value-added services to the Consortium at additional costs to those cited in Tab G.

J.1 INFORMATION MANAGEMENT

Planning for the eventual processing of project implementation and tracking should be incorporated into the project selection process to improve the efficiency and reduce future costs. E & E will design the initial on-line submittal system (see Tab B Section B.3.2, Item 4) to become part of a broader on-line project platform that will serve multiple aspects of the program now and in the future once projects are approved.

The Treasury Department issued the RESTORE Act *Direct Component Guidance and Application to Receive Federal Financial Assistance* in August 2014. Also in August 2014, the Gulf Coast Ecosystem Restoration Council (Council) issued *Council Member Proposal Submission Guidelines for Comprehensive Plan Funded Priorities List of Projects and Programs*. These guidelines outline rules for grant management and requirements for financial reporting. E & E has evaluated the requirements and identified actions that in the planning phases will add value to future project implementation as defined in Table J-1.

Table J-1: REQUIRED ACCOUNTABILITY

Requirement	Issue	E & E Team Value Added	E & E Example
Compliance with the OMB Uniform Guidance (December 26, 2013)	Need systems for sub granting and procurement that meet Federal standards. Requirements may be difficult for some Grantees.	Investing time upfront in designing and establishing data work flows and management tracking systems will pay off repeatedly in the long run.	**Technical review of plans for Chesapeake Bay NFWF Watershed Grants –** Provided expertise to grantees that did not have ability to evaluate and meet quality standards using standard templates and tools.
Progress Reporting using SF – Performance Progress Report (PPR) with RESTORE Act attachment.	Performance reporting needs to establish a baseline, target and means of measurement for each project.	Creating a centralized web-enabled database with tiered access will allow users to view project status in real-time and produce credible reports.	**Web-based, Interactive Tool for Long-range Master Planning at Fort Hood -** Developed IT tools to manage large amounts of variable data on facility usage and troop movements.
Compliance with all the financial data for reporting to Federal Financial Report (SF-426) and have system for managing subgrants.	Financial data at the project level requires clear link to activity milestones. Financial data needs to be aggregated across all projects.	Create custom dashboards at the Program and Project Management levels to track project schedule, scope, and costs.	**Restoration Management System for Confidential Client in Kuwait -** Designed financial tab to see financial performance indicators including budget, costs to date versus projected costs, and invoice status.
Plan for tracking and measuring progress using objective metrics.	Tracking systems needs to link measurement metrics to restoration outcomes.	Use environmental experts to identify the right quantitative performance measures to document and build on project success.	**Buffalo River Ecological Master Plan -** Engaged stakeholders to establish measureable outcomes for ecological and economic solutions.

Table J-1: REQUIRED ACCOUNTABILITY

Requirement	Issue	E & E Team Value Added	E & E Example
Track compliance with NEPA using the Treasury RESTORE Act Environmental Checklist.	Project feasibility assessed at the evaluation stage must be expanded to show compliance with all environmental regulations prior to award.	Use NEPA experts to integrate environmental compliance and permitting requirements into project application.	**Stakeholder Management and Comment Response System -** Designed standard user-friendly tool for submitting and reviewing comments for NEPA compliance.

In addition the specific requirements for grant management and financial reporting, E & E anticipates that opportunities for long-term funding will be enhanced by the Gulf Consortium's ability to demonstrate public value achieved in the initial projects awarded. E & E's understanding of these long-term restoration objectives from similar programs in the Everglades, Great Lakes and Chesapeake Bay can lay the foundation for future accountability is outlined in Table J-2.

Table J-2: EXPECTED ACCOUNTABILITY

Objective	Issue	E & E Team Value Added	E & E Example
Demonstrated success on initial projects should increase potential for future funding.	Identifying the right quantitative performance measures is critical to documenting and building on project success. Need to show early wins.	Design data collection tools that allow program managers to identify projects that are ready to implement and that are not being implemented by other programs.	**Buffalo River Restoration –** Design and implementation of initial restoration projects over $2M led to $4.7M in new funds to restore degraded shoreline at 7 new sites.
Standardize measures of progress to demonstrate meeting Long-term Restoration Goals and economic benefits – show public value, build trust.	Standardize the data collection process and make data easily manageable and easy to deliver it accurately in "real time" to the public	Simplify data then translate data collection fields to valid standard values that are user selected. Data upload – forms or tools to perform QA /QC and have users identify and fix issues.	**Regional Analysis of Conservation Data -** Improved the quality of publicly available GIS data to enhance its usability for assessing the health of watersheds in the Niagara River Greenway.
Simple mechanism to make management decisions – follow-up, corrective actions, continued funding	Standardize data to allow for balanced, fair decision making and long-term usefulness.	Develop a partnering strategy as a mechanism for shared decision making.	**Standardizing Sediment Data for Federal Navigation Channels -**Standardized data among multiple state and federal agencies to allow for critical strategic restoration planning.
Multiple funding agencies and stakeholders will need to efficiently share data and information. Expect Council will ultimately develop requirements for accountability.	Understand the needs of the future users, then build up slowly to match these requirements, as data needs clarify.	Design flexibility so systems can be adapted to future management system requirements. Leverage existing systems to transfer and integrate data.	**Management System for Multi-Agency Response Services -** Used web tools to synthesize unique and varied data from 16 government agencies into one cohesive, useful system.

J.2 OFFICE AND ADMINISTRATIVE SUPPORT TO CONSORTIUM/FAC STAFF

E & E can colocate our proposed project manager, Paul Johnson, and also other project management staff, if desired, in FAC's Tallahassee office in order to facilitate and enhance communication, coordination, and collaboration between the Consortium and our team. Alternatively, we can provide office space for the Consortium manager/staff in E & E's

Tallahassee office, which is located on John Knox Road, approximately 3 miles from FAC's office. In either case, we can provide value-added administrative support to the Consortium and/or FAC staff. We can perform administrative functions such as preparation of agenda items for Consortium meetings, monthly status reports, and budget tracking reports, as well handling travel/venue logistics for meetings.

J.3. PREPARATION OF CROSS-COUNTY ALTERNATIVE SOURCES FINANCE PLAN

As discussed in Section H: Leveraging Resources, the opportunity to leverage RESTORE Pot 3 funds is significant. Our base approach ensures that projects selected to be recommended for Pot 3 funding and projects that do not make the final top tier list will receive guidance on how to improve their submission and identification of other funding sources they may be eligible to pursue, either collaboratively (matching) with or separately (instead of) Pot 3 funds. A value-added service in this area may also include direct technical assistance in aligning the projects that missed inclusion in the Consortium's initial SEP with other eligible funding sources. We propose to apply this support by producing a Cross-county Alternative Sources Finance Plan that specifically aligns these projects by type and sub-region with alternative funding sources and provides additional guidance to counties' staff in preparation of grant applications to targeted funding programs. Our specialists in this area would expand the functionality of the funding source data base to provide additional county and project type data inputs. This more specialized direct assistance may be of particular value to counties with limited staff available to provide this support. Undertaking this direct leveraging assistance as part of a cohesive cross-county approach will strengthen the overall strategy for recovery of the Florida Gulf Coast through the development of a collaborative Cross-county Alternative Sources Finance Plan that brings more funds and value to all.

Tab K

REQUIRED FORMS

COMMITMENT LETTERS FROM SUBCONTRACTORS

October 10, 2014

University of West Florida
Haas Center
220 West Garden St, Suite 304
Pensacola, FL 32502
850-439-5400 Tel
www.haas.uwf.edu

Ecology and Environment, Inc.
Doug Heatwole, Gulf Coast Regional Manager
700 S. Palafox Street, Suite 100
Pensacola, Florida 32502

Leon County Purchasing Division
1800-3 North Blair Stone Road
Tallahassee, Florida 32308

RE: ITN No.: BC-06-17-14-33

To Whom It May Concern:

The purpose of this letter is to express our personal commitment to serve as a key consultant for Ecology and Environment, Inc., (E & E) in the performance of the Gulf Consortium Consultant Services for the Development of the State Expenditure Plan Required by the RESTORE Act. If E & E is selected to perform this comprehensive planning project, we will be available to provide technical support on specific projects or portions of the program.

We look forward to the opportunity to support E & E and the Gulf Consortium on this important work.

Sincerely,

UNIVERSITY OF WEST FLORIDA HAAS CENTER

Signature

AVP, Economic Development, and
Executive Director, Office of Economic Development and Engagement

Title

Attachment A:
COMMENTS ON THE CONTRACT

ATTACHMENT A: COMMENTS ON THE CONTRACT

E & E has the following comments to the Draft Agreement:

Article 8. Insurance

In the 1st paragraph of this Article 8, delete the words "procure and".
In subparagraph B. Deductibles and Self-Insured Retentions, in second and third lines delete the words "either: the insurer shall reduce or eliminate such deductibles or self-insured retentions as respects the Consortium, its officers, officials, employees and volunteers, or the Consortium [sic] shall procure a bond guaranteeing payment of losses and related investigations, claim administration and defense expenses". The option to change deductibles is not available and we do not agree to provide defense upfront to the Consortium.

In subparagraph C. Other Insurance Provisions:

In subparagraph 1. a., in the second and third lines, delete the words, "including the insured's general supervision of the Contractor,". This is not available in our additional insured coverage. Also, in the last line of subparagraph 1.a., insert the words "within the additional insured coverage terms of Consultant's policy(ies)" between the words "protections afforded" and "the Consortium".

In subparagraph 2, in the second line, delete the words "reduced in coverage or in limits". This is not available from our carrier.

Article 9. Permits

Add the words "to provide its services under this Agreement" between the words "permits" and "as required".

Article 12. Performance Bond

Delete this article in its entirety. Performance bonds are for construction services, professional consulting services are not bondable.

Article 13. Indemnification

Replace this clause entirely with the following, which is consistent with Florida Statute 725.08, regarding A/E liability:
The Contractor shall indemnify and hold harmless the Consortium and its officers and employees from liabilities, damages, losses and costs, including reasonable attorney fees, to the extent caused by the negligence, recklessness, or intentional wrongful conduct of the Contractor and other persons employed by the Contractor in the performance of the Agreement."

Article 14. Audits, Records, and Records Retention

In subparagraph b. (ii), delete this paragraph and replace with "Provide the Consortium with the public records promptly upon request." We are not a public entity and thus are not structured to respond as a government agency to public requests to view or receive copies of documents in our office(s).

Article 16. Termination

At the end of the fourth sentence of this paragraph and after the words "are not satisfactory", add the words ", but only after providing written notice of default to the Contractor and a reasonable opportunity to cure such default."

Article 21. Delay

In the eighth line of this paragraph, delete the word "solely".